PERSONNEL MANAGEMENT WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to increasing Production through Better Management of Men and Machines

SEPTEMBER, 1953 1s. 6d.

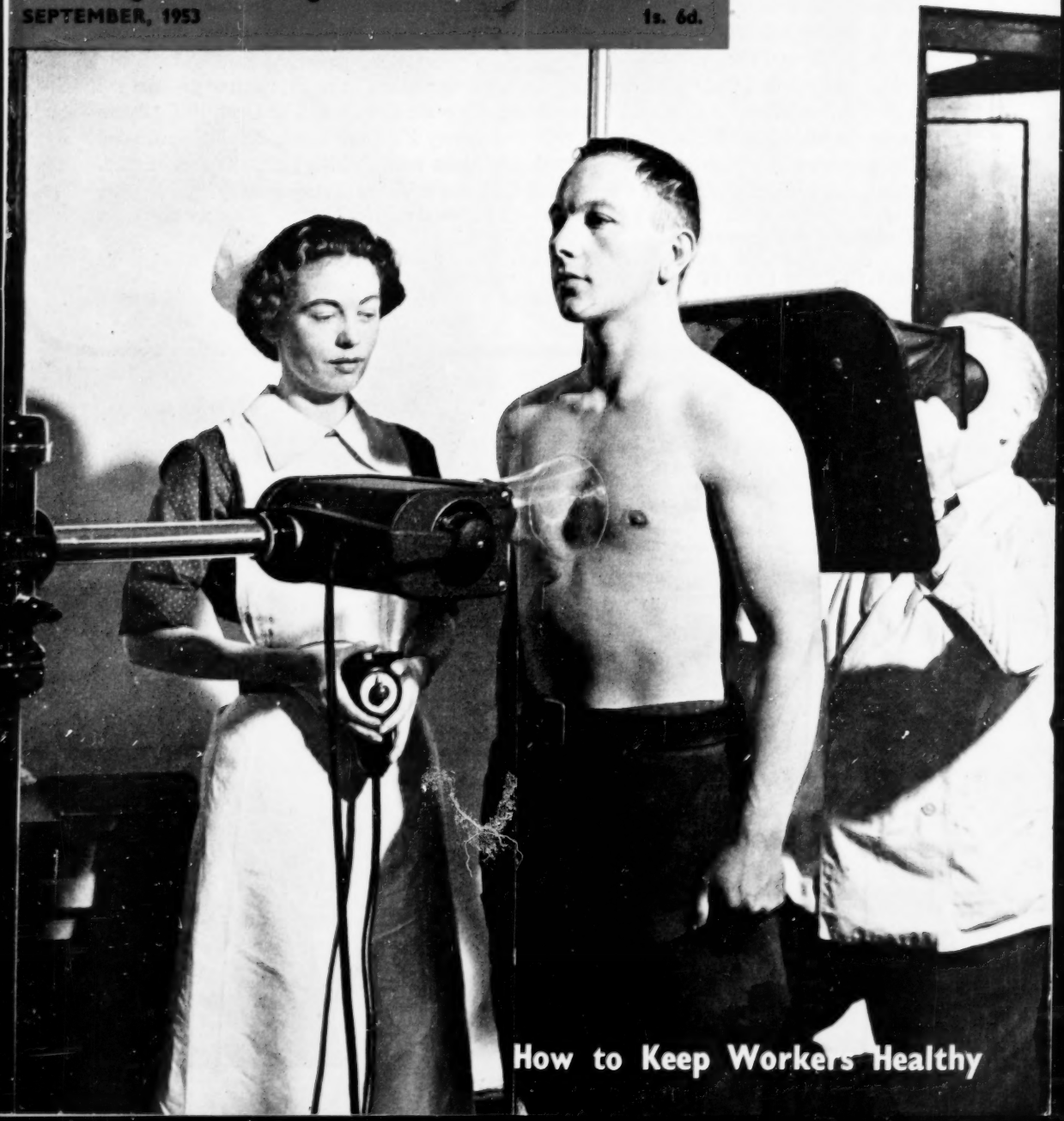

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*Illustration by courtesy of Glaxo Laboratories Ltd., showing protective clothing made by Plysu Products Ltd., using Geon PVC. *Geon PVC materials are polyvinyl chloride plastics. Write for descriptive Booklet No. 18, free on request.*

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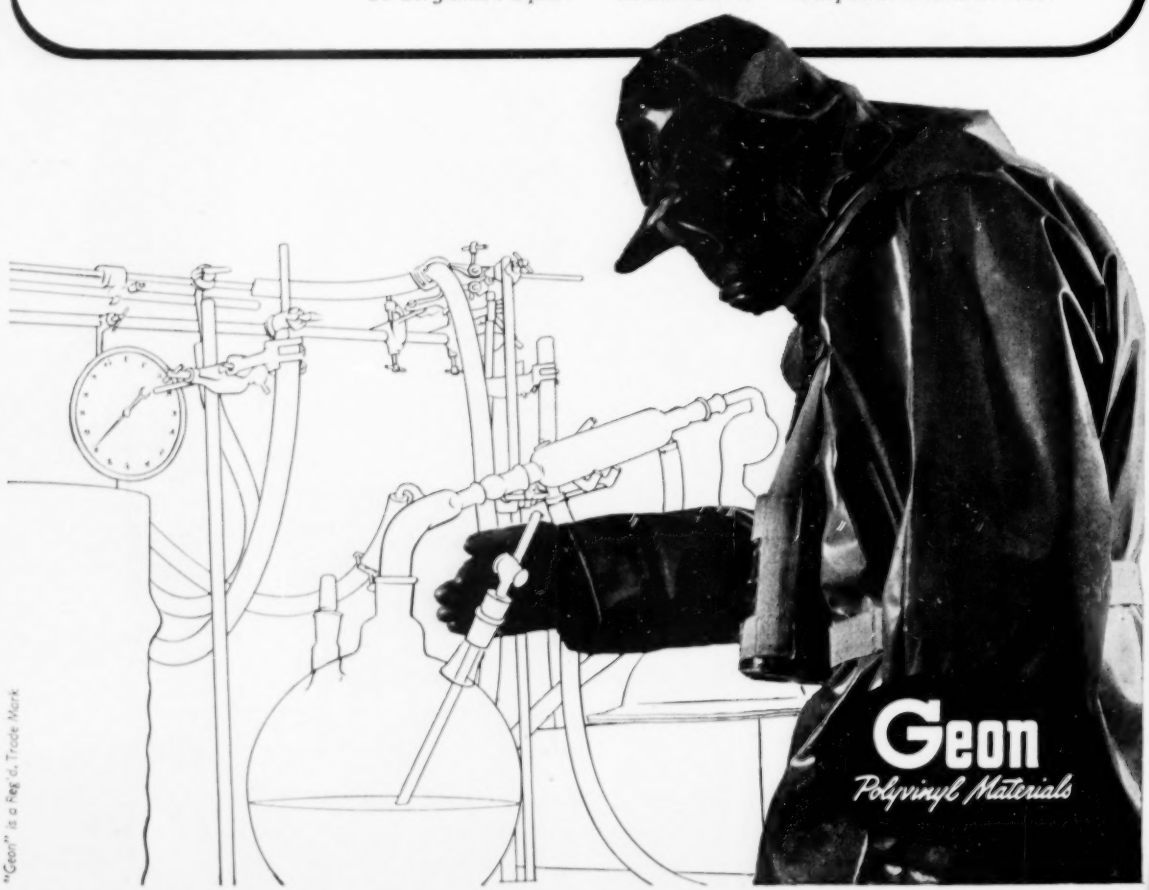

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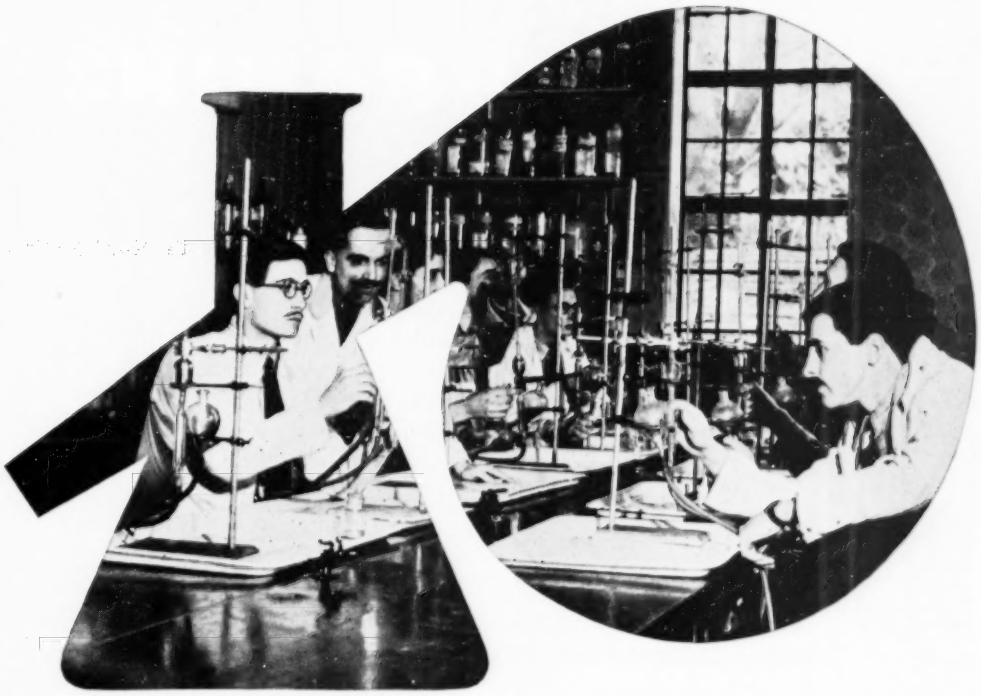

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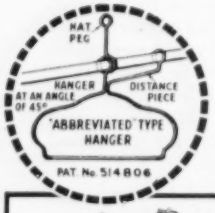

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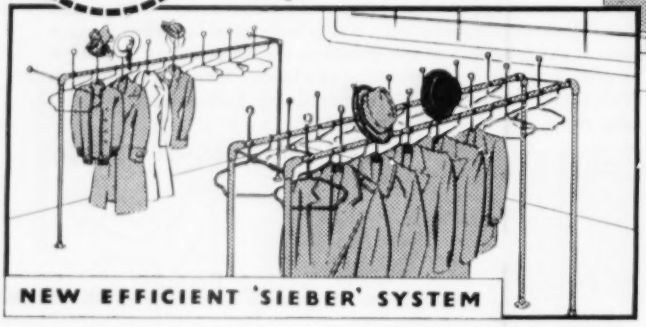

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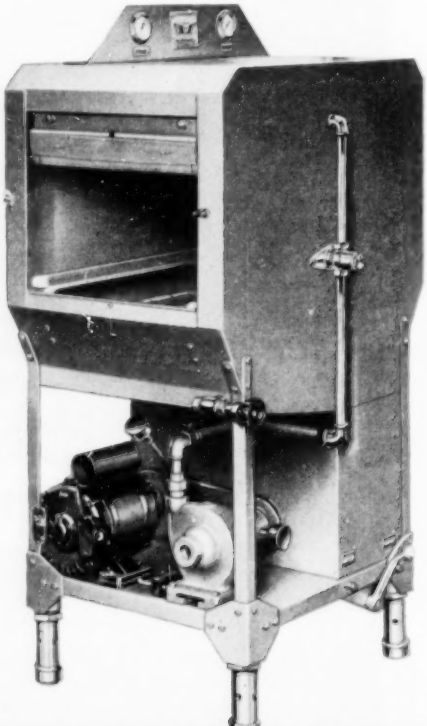

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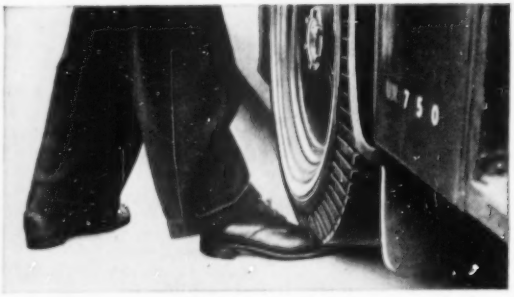

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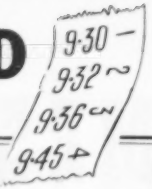

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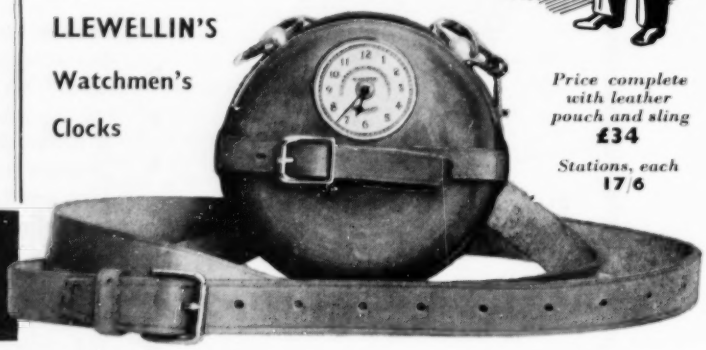

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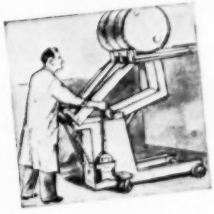

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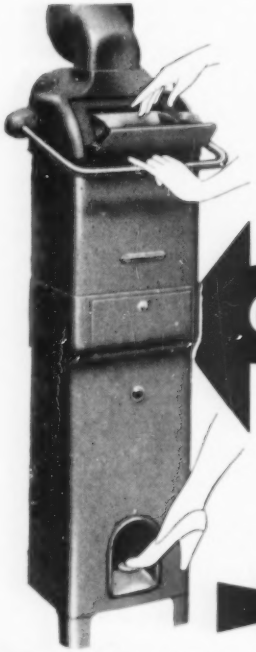

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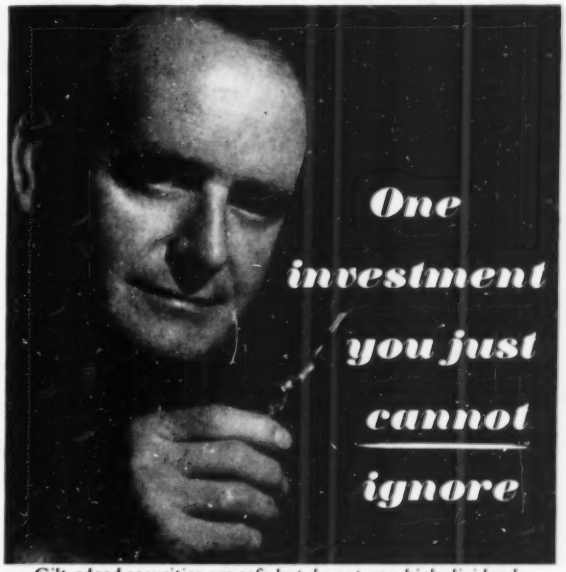

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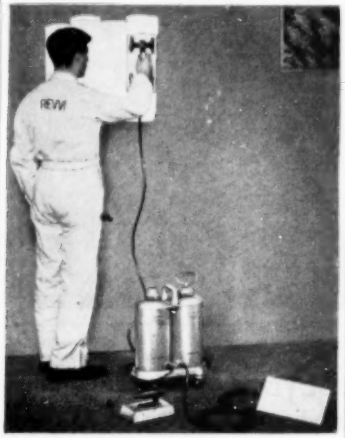

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Personnel Management Welfare and Industrial Equipment

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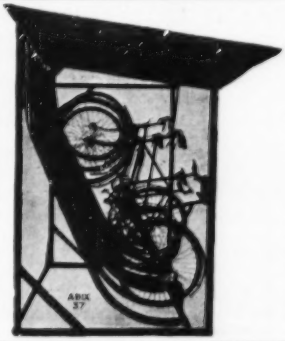

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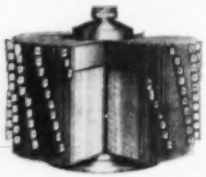

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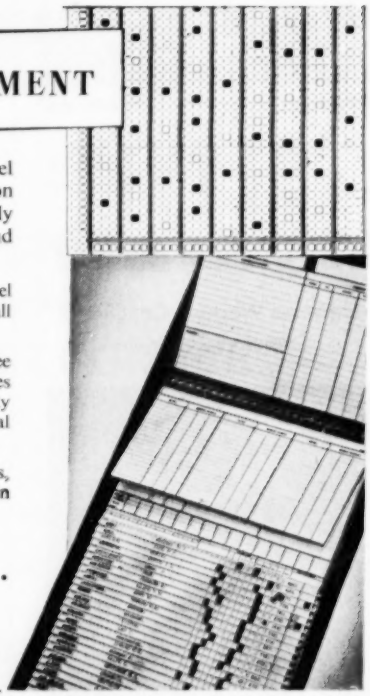

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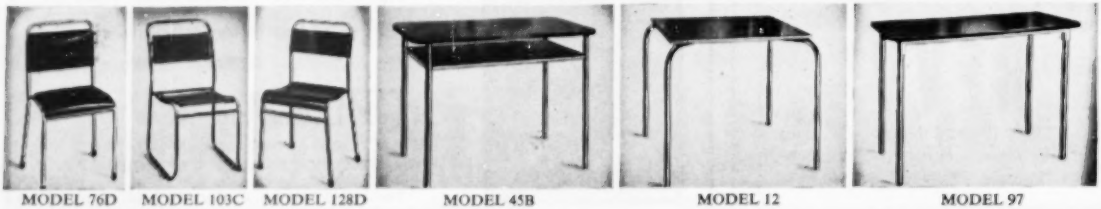

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A Works Medical Service Promotes Efficiency

By Dr. J. S. SPICKETT

Chief Medical Officer, Richard Thomas & Baldwins Ltd.

What return can management look for from the installation of a medical service? Outstandingly, in improved relationships, says our distinguished contributor, who writes from a long experience of industrial medicine. But throughout the personnel management field the works medical officer and his staff contribute immensely to the happiness and general well-being—and therefore to the efficiency—of the company.

THE success of any new service in the factories of an industry undoubtedly depends in large measure upon the method of its introduction and upon the person who is in charge of the service at its inception.

No one likes to admit that he is sick and in need of advice and treatment by a doctor. In the same way, no industry delights in the fact that all is not well with it, or that it needs some outside specialist to advise it, point out its faults, and suggest a method of treatment to put it right again. Still more, no works welcomes with open arms any service which it has managed to do without for years, particularly when the extra burden of costs has to be considered.

With these factors in mind, it is advisable for any doctor charged with introducing an industrial medical service into a works to start with a minimum of staff, equipment, surgery and office space. As the service becomes established it will naturally expand through demand from the workers themselves. As the demand grows so will management become convinced of the need to increase the service. The goodwill of all concerned will steadily develop.

It is obvious that any industry needs to be assured of a reasonable return for expenditure. It is also a fact that any evaluation of occupational health services within industry is very difficult to obtain. Therefore, the less pretentious such services are at the beginning, the less impatient an industry will be in requesting factual proof of their need and value.

Every works or group of factories which contemplates starting an industrial health service does so for some specific reason. It may be because of a rising accident rate, or increasing absenteeism (which may in turn be due to the nature of the industry), or because the company's good names is becoming besmirched as a result of increasing common law claims.

Generally, it is the number of accidents in industry which creates the demand for treatment in the first place. Those in authority are forced to consider a medical service which will enable works management to concentrate fully upon production details. From the outset, therefore, it is a wise move to gain the confidence of managers and other executives. When such confidence has been established, the doctor concerned will be able to consider the fuller functions of his industrial medical service on a step-by-step basis.

Having organised an efficient treatment centre, provision for medical examinations may well prove to be the next stage. Those about to enter the industry, or those who wish to change their jobs outside their line of promotion—owing to an accident, sickness, or increasing age—will undoubtedly have to be provided for in this connection.

Proper selection gives the disabled a chance to do a useful job in the factory. This man, who has lost both arms, is fully employed at an R.T.B. steelworks (normally as a timekeeper).

A request for extension of a medical department's functions will nearly always come from those employed on the floor of the shop. When such a request is passed on to management, it should be accompanied by a tactful and considered estimate of the time saved in working hours. Such an approach will undoubtedly result in the cost factor not looming so large in management's mind. Moreover, the extension of function, if granted, will help develop good relationships between all members of the company concerned.

It is only when full confidence in the department is assured that the capacity of a works medical service may be demonstrated. And then its functions (as itemised in general in the B.M.A. pamphlet *Functions of an Industrial Medical Officer*), may be carried out.

The marked change in working conditions—environment, heating, lighting, welfare facilities—becomes more evident as the scope of the medical department is carefully and patiently extended. Indeed, the proven worth of occupational health services in any industry can only be obtained after these and other developments have been implemented.

But I must add a word of warning here. There is frequently ample

cause for frustration in our work. **To those who are fresh to industrial medicine, therefore, I commend this prayer: "God give me patience, understanding and comfort in my depression."**

From many years' experience, I would say that the outstanding proof of a service's worth lies in the improved relationships (a) between the men themselves, (b) between different branches of management, and (c) between management and men.

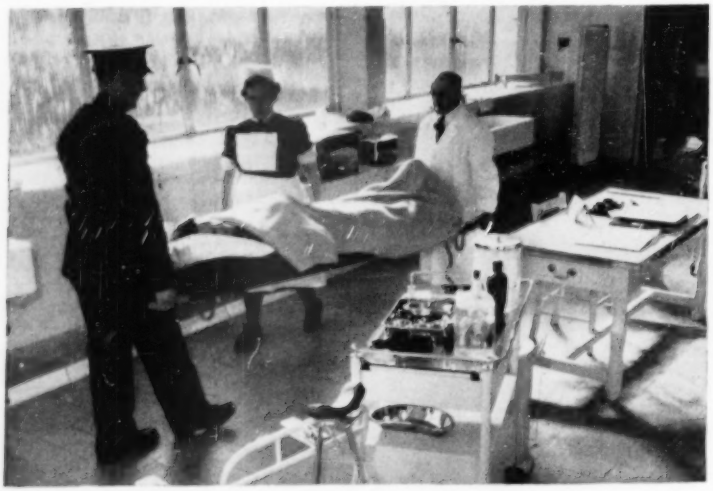
Wide use of the special status of a medical department contributes immensely to the happiness and general well-being of a works. The soothing of minor disputes that might have become much more serious; the indiscretion of a junior executive; the stubbornness of a worker; the expression of the newly attained power of a trade union official; all these might easily cause a disunity that would take considerable time and trouble to solve. If, however, the works doctor is a confidant of everyone concerned, he can help to settle these seemingly trivial complaints without the loss of dignity and face so important in many sections of industry.

The value of immediate treatment of an accident, or of sickness occurring at the time and place of work, is self-evident and needs no stressing; but the considered opinion of an established medical officer regarding the physical and mental fitness of a worker for a job is of the greatest value to industry and must therefore be emphasised.

Although it is appreciated that job selection and vocational guidance are functions of educational and personnel departments in industry, the medical department is also expected to play its part in this field. It is in the task of securing the right job for the right person, and vice versa, that the value of a doctor in industry can be of particular importance.

In these days of improved manufacturing techniques, in the general effort to improve the quality of products, increase the volume of production, and economise on time and materials, industry cannot afford to employ the old methods of job selection—the haphazard, hit-or-miss practices of earlier days. Not only is it essential that the prospective employee should be fit for his job—and for the jobs that will eventually be his in the climb up the ladder of promotion—but he must also fit in as a member of the team he is expected to work with. Processes in modern industry are so interdependent that they demand a complementary technique of team-building from the individual operatives concerned.

It is only through intimate knowledge of the work involved—its hazards, monotonies, strains and stresses—and of the personalities of each worker, that a doctor in industry becomes a truly invaluable member of management.



"Generally, it is the number of accidents in industry which creates the demand for treatment." A works medical service, provided with a well-equipped surgery such as this, can save many working hours and enable works management to concentrate on production.

One of the first essentials for a properly organised industrial health service is that the doctor should know the industry he is serving.

An example of this is the way in which production teams may be greatly speeded up, provided the individuals are compatible, i.e., each man has confidence in his teammates' ability to contribute properly to the joint effort, right from the early days of training.

It is a well-known fact that if one member of the team (due to an accident or sickness) is unable to take his place, the other men concerned would much prefer to divide his job between them for a period rather than risk the introduction of someone who might not fit into their ways. This is simply due to the fact that their production rhythm and the confidence born of skilled teamwork might well be disorganised, with general dislocation as a consequence.

Timely Advice

These are not theories. They are some of the practical facts of modern industrial administration and practice in which doctors play an important rôle through knowledge of the industry they are serving, and the timely advice they are able to offer.

It is only by selecting in turn the many functions of an industrial medical officer and discussing the value of these functions in terms of their worth to the general productive effort that a reasonable assessment of values may be computed. It is perhaps unnecessary to describe all the duties of a works medical officer in detail, but there is one particular branch that I should like to emphasise, namely, the prevention of industrial sickness and accidents.

In a heavy industry like iron and steel, the danger of such illnesses as silicosis and pneumoconiosis is always present, and it is the task of doctors in these cases, to ensure prevention rather than cure.

The pre-occupational medical examination of those employed in any part of the works where such hazards are present should include an *x*-Ray examination of the chest. If the lungs of the new employee are found clinically and by *x*-Ray to be normal then he may safely be employed.

The next duty of the doctor is to see that silica and other dusts do not enter the lungs to the extent that a deterioration is caused. To this end, the wearing of dust respirators

must be insisted upon by those responsible.

With proper preventive measures a normal lung should never develop silicosis, even after a life-time's work in a silica-laden atmosphere.

Not all people entering an industry are perfectly fit, but most are fit for some job or another. It is by proper employment selection procedure, for instance, that the disabled may be given a chance to pursue a career as active members of society, instead of developing an undesirable neurosis.

The best example of this I have met in years is that of a man who lost both arms at the shoulder. He is fully employed as a time-keeper in a steelworks. He is able to write with ease, answer the telephone, and undertake housework at home.

This, I admit, is a special case. Yet there are large numbers of one-legged men who are good fitters at the bench, but who would be a danger to themselves and others working on overhead cranes. And the cases of workers with sensitive skins who are prone to dermatitis, but who can carry on their trade when placed away from the irritating effects of excessive heat, acid, fumes and dust, are innumerable.

The use of preventive measures against sickness and accidents is a matter which requires not only constant research but also patience and persuasion in encouraging workers to make use of the special apparatus placed at their disposal. And this is particularly important, for an industry can only be strong if it is truly healthy.

Rehabilitation Course

THE British Council for Rehabilitation is holding a residential course on "The Rehabilitation of the Disabled Worker in Heavy Industry" from September 28-30, inclusive. The course has been organised jointly with the University of Durham, and delegates will be accommodated at their Ethel Williams Hall, Benton, Newcastle-upon-Tyne.

Subjects for discussion include rehabilitation in the mining industries, injuries in shipbuilding, rehabilitation of chest conditions, paraplegia, head and hand injuries, etc., and employment of the disabled. A visit has also been arranged to the Finchale Abbey Training Centre. Fee: £1 12s. 6d. (daily session 15s. 6d.), residential supplement £3. Applications to the General Secretary, British Council for Rehabilitation, Tavistock House (South), London, W.C.1.

Safeguarding the Factory Worker—1

HEAD AND FACE PROTECTION

By W. J. S. GRAHAM
Safety Officer, Clayton Aniline Co. Ltd.

There is no longer any excuse for hair entanglement accidents. This neat factory cap incorporates a net, and keeps the hair clean, tidy and *safe*.

Protection from head to foot is the theme of an important series of articles which starts this month. Mr. Graham, a well-known safety officer of long experience, will review the most up-to-date equipment available to manufacturers for the safeguarding of their employees. Our aim in publishing this comprehensive survey is to enable managements to check that they are using the most suitable equipment, from both the safety and the economic point of view.

FOR many decades in this country the fibre hat has had undisputed leadership in the protection of workers' heads. The coal-miner popularised it, and it has also been adopted by certain sections of industry. In the past two or three years alternative materials—generally more expensive than fibre, but stronger—have been used. The new types are either plastic or phenolic resin bonded and laminated fabric helmets. At least one manufacturer is able to offer a laminated helmet which complies with the International Labour Office's standard of a 40 ft./lb. drop test. Both this and the plastic helmet can be sterilised by boiling. Where initial cost is the major factor the fibre helmet is cheaper, but on a cost per man year there is little in it.

For protection against splashes from chemicals there are now numerous types of helmets made from P.V.C. sheet (both in supported and unsupported material). Most of these incorporate a clear screen or visor which gives excellent protection to the face. The advantage with these is that as the screen is part of the helmet the protection is sure to be in position when it is needed. In nearly every case the screen can be replaced simply and cheaply.

Welders' helmets have in the past few years shown several advances. In some cases it is no longer necessary for the helmet to be lifted for chipping as the coloured screen is raised by turning a knob and leaving a clear glass through which the job can be seen. In another, as the helmet is raised a Perspex screen is automatically lowered over the wearer's eyes.

Women's Headgear

For a long time there was a feeling that instead of guarding the machines all that was needed was to provide female workers with hats. Notwithstanding this (and possibly as a result) there were many hair entanglement accidents, prosecutions and common law claims until finally most employers realised that the partial covering of the hair did not provide the answer. Headgear does serve a useful purpose. It keeps the hair clean and also in place. On hygienic grounds alone hats and caps have a place in the factory.

Before World War II the face screen, apart from wire gauge or mesh, was almost unknown. Nowadays screens are widely used. They are either of Perspex or cellulose

acetate. The former material is to be preferred where many chemicals are concerned as it does not discolour. These screens are available in a variety of lengths and have proved very popular for laboratory work. A new model has recently been introduced which is carried on the shoulders instead of the head. With this it is absolutely impossible for materials to be thrown up into the face when, for example, grinding at bench level. It also has the advantage of leaving the wearer free from an encompassing headband.

For protection against heat, aluminium foil either mounted on fabric, which is stronger, or alone, is excellent, as the heat rays are reflected back. When coloured lenses are fitted the operator can approach the tap hole or furnace with a considerable degree of comfort.

The Factories Act of 1937 and the regulations made under it specify that suitable eye protection must be provided for persons engaged on certain kinds of work or processes. The two regulations which have the most effect on industry are the Protection of Eyes Regulations, which cover a wide variety of work, and the Chemical Works Regulations, which affect, as the name implies, only a "chemical works" or that part of a factory which is a "chemical works." In the latter regulations eye protection has to be provided where there is danger of injury from strong acid or corrosives.

Any accident resulting from a breach of these regulations may render the employer liable to prosecution; but his vulnerability under common law is even greater. It is essential, therefore, to consider the risks of each job and what is the most suitable form of protection. The trouble with eye injuries, in the writer's experience, is that the majority of serious injuries have occurred when normally the person concerned would not have been expected to be wearing goggles. This may be due to the fact that, in the works under review, eye protection devices have been widely issued and on the dangerous jobs are generally worn. During the past ten years the writer has seen at least fourteen pairs of spectacles or goggles which have saved a man's eye or eyes.

In America and to an extent in this country there is a school of thought which believes that the only way finally to eliminate eye injuries is for the worker to wear eye protection continuously. It may not be essential in all industries, but a very strong case can be made out for it in the chemical and engineering industries. With proper issue, control and maintenance, the cost per person should only be in the region of 5s. to 7s. 6d. per annum. In a common law claim the cost of settling a case which involves the loss of an eye is probably over £1,000 and damages amounting to £7,000 have been awarded.

There has been a considerable advance in the design of eye protection in the past five years, notably in what is now described as the box type of goggle. This is available in a rigid mono-piece construction formed out of Perspex or with semi-flexible or flexible sides made from plastic or rubber with a transparent renewable eyescreen also in Perspex. The type with a renewable front has much to commend it for, when the front becomes difficult to see through owing to scratching or discoloration, it can be replaced at a cost of about 2s. 0d. or 3s. 0d. This type of goggle can be worn for an hour or so without undue discomfort. It can also be worn over corrective vision spectacles.

Face screens—almost unknown before the last war—are now available in great variety. This new type is carried on the shoulders, so that the wearer is unencumbered by a headband. His face is automatically protected against materials thrown up from the bench.

Spectacle Goggles

Where protection is required for long continuous periods the spectacle type of goggle should be considered. It may not give 100 per cent protection but it can be worn for 100 per cent of the time. The argument is often advanced that goggles cannot be worn continuously, but this can be proved to be a fallacy when it is pointed out that about 15 per cent of the people in the works wear spectacles for the whole of the time they are awake, at least sixteen hours a day.

One manufacturer fits either toughened or laminated glass lenses into a frame identical with the type issued by the National Health Service at a cost complete of considerably under £1 per pair. Transparent side shields can also be fitted to give greater protection.

Variations in design are many. In some forms the spectacles are just made from a curved piece of plastic with metal eyepieces, in others with easily replaceable plastic lenses. Again, they may be in metal with glass lenses and leather pads over the nose bridge so as to protect the wearer against heat.

Cup type goggles have been in use for many years, and here again many changes have been made in design thanks to the use of plastics. In one make the lens is set in front of the cup, thus allowing a stream of air to pass over the back of the lens so as to prevent steaming up.

Probably the cheapest and most effective form of eye protection against light dusts and splashes is the antigas eye screen so freely issued during the last war. It cannot be worn for long periods and is fairly easily damaged but it gives good protection at the lowest cost if it is worn when it should be.

A Sound Personnel Policy Needs No "Frills"

By WINIFRED GODE

Here is a management that believes in treating each employee as an individual. Great care is taken to fit the worker to the job, or—as is sometimes necessary—the job to the worker. All employees, men and women alike, are encouraged to develop their abilities to the full. The result—an enthusiastic and co-operative labour force, with the company's well-being at heart.

The company are firm believers in joint consultation. This year, their second Council of Works Councils was held (see above). Each works council in the group contributes to the agenda, the directors selecting the topics they think can be most profitably discussed.

"IF your personnel policy is fundamentally sound, there is no need for 'frills.' Welfare, the real welfare of employees, must follow automatically." This view of personnel management was expressed by Miss D. J. Harris, chief personnel officer of Bondor Ltd., makers of hosiery and underwear, whose management aims to provide good working conditions and opportunities for every employee to develop their abilities fully and to enjoy their job.

How is this policy carried out in practice? The company's personnel programme is based on the premise that each employee is an individual and should be treated as such. Every effort is made to fit the individual to the job, or, if need be, to fit the job to the individual. Selection and training schemes therefore form a very important part of the programme.

Each would-be employee is given a battery of selection tests to determine both his suitability for a particular job and his potentialities for future progress. For example, tests may determine whether he is best fitted for mechanical work, machine work, inspection, etc., but they may also reveal a potential supervisor or executive. The company firmly believes in the principle of "promotion from within" wherever possible.

Selection is not based on results of tests alone. Every applicant is interviewed and details recorded of school reports or previous employment, hobbies and home interests, so that a general picture of the individual is obtained. After selection by the personnel department, he is shown the job itself and is seen by the departmental head, who has to agree to accept him before he is finally taken on. When the employee reports for work, he is given a brief introduction to his new department and his workmates and then training begins.

Bondor Ltd. employ about 2,000 women and 1,400 men, spread over six units in various parts of the south of England and Wales. In the hosiery division in particular, recruits are almost entirely "green labour," as these districts have no traditional source of skilled hosiery workers to draw upon. Each department has its own training set-up. In some departments, such as the underwear factory at Biggleswade, there is a training school where new entrants spend three to six months before they graduate to a machine on the production bench. In other departments, however, training is done on the job and is in the charge of a special supervisor.

Girls and women working in the hosiery division are usually trained in three to six months for seaming, invisible mending, inspection, transfer and folding, etc. The main requirements for these jobs are good eyesight and dexterity.

For boys who wish to become hosiery knitters there is an unbound apprenticeship, approved by the union, which provides for three years' training after a probationary period of six months. A similar apprenticeship scheme exists for training hosiery mechanics. Boys taking either of these training courses are deferred from national service until the completion of their apprenticeship.

Training schemes are also available for adults. New entrants may be given on-the-job training and all employees are encouraged to fit themselves for advancement. Young apprentices are granted one day's release for attendance at training college, or they may be assisted to attend a full-time course at the university if necessary.

Supervisor Training

An important part of Bondor's training programme is their scheme for training supervisors. Supervision plays a big part in production, for much of the work, especially in the underwear division, is based on teamwork principles, one or more teams being in the charge of a supervisor who is in turn responsible to the production manageress. It will be seen, therefore, that **the supervisor holds a key position in the organisation.**

When a new supervisor for the underwear division is needed, all operatives are invited to apply, the only condition being that the application must be submitted subject to the approval of the bench supervisor. A selection committee then decides which of the applicants is most suitable by means of a simplified group selection procedure. Each applicant is first given an individual interview. This is followed

Bondor Ltd., guide new employees carefully in all aspects of their work. Here a recruit is being instructed in the delicate art of seaming, in the training centre.

by a group discussion of one problem submitted by management and one chosen by the supervisors themselves. Committee members observe the general reaction and performance of each member of the group and vote accordingly. When the applicant is finally selected she is placed on one month's probation before starting the three month's training course.

The course is usually taken by a group of supervisors. This is made possible at present as all supervisory staff, both new and old, are undergoing training. All supervisors spend one month in the training school doing the same practical work as is given to beginners and taking it in turn to act as supervisor. Having completed a garment, which is the "passing-out" test for newcomers, they then supervise a bench. The remainder of their time is spent working in various departments, e.g., packing, quality control, invoicing on finished garments, despatch, time and motion study, office routine, etc., so that they are fully conversant with the product from the time it comes in as raw material until the finished garment is despatched to the customer. In addition, they visit other factories to learn something about factory routine in general, and they are encouraged to attend as many outside courses as possible, at the company's expense.

Co-operation between workers and management is essential to the success of the undertaking, and it is the company's policy to encourage and support joint consultation in all their factories. This year, for the second time, a Council of Works Councils was held. This is attended by all representatives (both management and workers) of each works council in the group. Each council is invited to put up two or three proposals for discussion and the directors select for the agenda those they feel will be of most general interest and yield the most profitable dicussion. Each item is proposed and seconded by one management and one employee representative from the works council submitting it. The opening address was given by the company chairman, Mr. John Goodenday, and discussion ranged over such subjects as the reduction of the age of entry of women employees into the company's pension scheme and a proposal for mannequin parades and other displays of the company's products for the benefit of employees. The council this year was held in the Borough Council Chambers at Merthyr Tydfil and the 120 delegates present visited the local factories at Dowlais and Pentrebach which were acting as "hosts" on this occasion. A dinner and dance followed the discussion sessions. These council meetings have proved so successful that it has been decided to make them an annual event, and each year a different factory in the group will act as host to the rest. In this way, employees will have an opportunity of getting to know their colleagues in other parts of the country and will be able to see how the work they are doing fits into the general organisation. This creates a sense of "belonging" and gives the home factory a chance to "show off," so stimulating local pride and a competitive spirit.

While "frills" are out, every factory in the group is provided with such welfare amenities as local needs dictate. For example, at the Baldock hosiery factory there is a canteen, a surgery with a doctor in attendance who sees all new employees, and others by appointment. All employees are given a strict eyesight test, and an optical specialist visits the factory regularly. There is a full-time manicurist in attendance, not for vanity's sake, but to prevent snagging of the nylon stockings, which is the main production of the hosiery division.

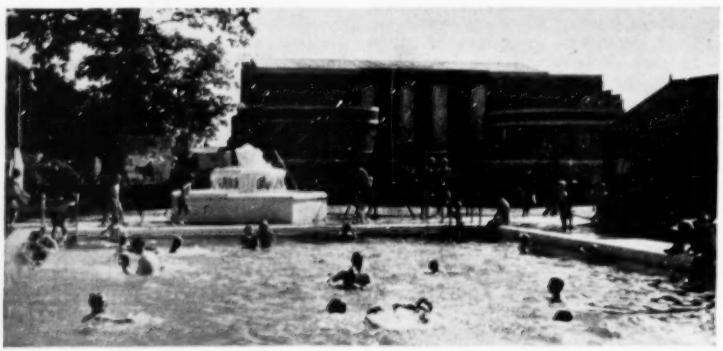
A chiropodist is also available and cost of treatment is subsidised by the company. This service is regarded as essential for those whose work entails much standing.

Sports facilities are excellent. In addition to tennis courts, cricket, hockey and football pitches, and bowling greens, there is a swimming pool which is also made available to local schoolchildren. The sports and social amenities are well used by employees and their families, but care is taken not to compete with the activities or amenities provided by the town itself.

The company not only undertakes to assist its employees to make a success of their jobs, but it ensures that they are provided for when their working life is finished. There is a pension fund and a life assurance scheme operating for the benefit of all employees, together with sick and benevolent funds. Long service awards are granted to those who have worked for the company for twenty-one years or more.

The success of their personnel policy is reflected in the success of

(*Continued on page* 138.)



Sports facilities are very good. Witness this example. The company is contributing to the life of the local community, in that it welcomes local schoolchildren to the pool.

The Supervisor Must Have *Authority*

Extracts from two more prize-winning letters are used by Discussion Leader this month to point a moral. It is this. If the supervisor—who necessarily carries a heavier load than his predecessors did—is to give of his best to his employers, they in their turn must see that he has the authority he needs, and uphold him when he exercises it.

TWO of your contributions draw us on this month to consider more fully the function of a supervisor and his relationship with other members of management. Mr. J. I. Anderson writes:

Many instances of friction between foremen and time study personnel arise through lack of knowledge and appreciation of each other's problems. Frequently this is due to misunderstanding of the technique of normalising "watch times" by rating speed and effort.

The answer to this problem, so far as the younger age groups of foremen are concerned at least, is to provide an opportunity for them to gain background knowledge of the principles of work measurement, and some insight into the procedures and methods used by the best practitioners. This may be done inside the company, if the organisation is large enough, but better still, I think, externally in a local technical college.

My experience, as a part-time lecturer in the Certificate in Foremanship subjects, is that foremen welcome the opportunity to participate with men from other firms, and are more willing to listen to strictures both on their own functions and those of the time-study department if they come from "outsiders," during the discussion period. In this way they can prepare themselves to make informed criticism (especially if they practice "rating" on their own production unit) of inequality in time standards or earnings. The average time-study man will listen to such criticism and benefit from it (apart from the few who think they are infallible).

We will probably all agree with Mr. Anderson that this is one good way of helping foremen and any kind of specialist to understand each others' problems. It does, however, add to the knowledge which the foreman must acquire. In many firms he is expected to know something about such matters as company policy, costing, planning systems, payment systems, union agreements, legal requirements, selection and training, maintaining discipline, handling grievances and gaining co-operation. In addition he is often expected to know how to do the jobs in his department as well as, or better than, the operators.

A modern foreman is certainly more knowledgeable than his predecessor of a generation ago. Is he always allowed to put his knowledge to effective use? His job is to see that the production targets or service schedules (set by his superiors) are fulfilled and he must handle all the "on the spot" problems which might interfere with this objective. So a foreman is responsible for such things as technical efficiency, personnel relations, quality of production and keeping down costs.

Is he always given enough authority to carry out these responsibilities?

OFF THE DEEP END

No Say in the Planning

A WOMAN supervisor describes very clearly the kind of situation which can arise when the supervisor lacks proper authority:

"In my job I am responsible for the record of materials issued to the girls for final assembly. We keep different coloured cards on which we book the different kinds of stock. I was recently issued with a special kind of record by the planning department, for one kind of spring, vital to the final assembly, which is very small and easy to break or lose.

One day last week the planning officer stopped me as I was walking through the shop and asked me how the new arrangement was working, so I gave him my views. An hour or two after this my departmental supervisor came up to me looking very cross and demanded what right had I to go with new ideas to the planning officer? I told her I only gave my views when they were asked for but she just went off the deep end and said, who did I think I was?"

In this illustration the supervisor has the *responsibility* for looking after the issue of materials, but not the *authority* to say how the work shall be planned. When the "service department" asks her advice and she gives it, she draws upon herself the immediate wrath of her own superior. How can anyone operate successfully in such an untenable position?

I know of another foreman whose work is planned so that he is keeping to a minute-by-minute schedule fixed by the planning department; if mistakes are made by the production planners the foreman must occasionally feel how much better he would be running his own show—as he did a generation ago. Modern industry must have the services of specialists, but some concerns have still to analyse and understand the effect this kind of organisation is having on the line managers.

Some companies have given this problem special attention and are modifying their organisation to give the foreman more authority. One company is reducing the number of intermediary supervisors from seven levels to four and hopes to get down ultimately to three levels of what it calls management, manager and man. Another company has considerably reduced the number of workers supervised by one foreman and has defined his authority over them as employing, training, super-

THEY ARE GIVING THEIR FOREMEN AUTHORITY BY:

1. **Cutting the number of intermediary supervisors. (One firm is aiming to have three levels only—management, manager and man.)**
2. **Cutting the number of workers per supervisor,**
3. **Decentralising authority to the foreman grade.**
4. **Encouraging initiative, going easy on criticism.**
5. **Ensuring that the service departments advise and help—but do not boss around.**

vising, promoting and discharging. The Sears Roebuck Co. in the United States has carried out a large number of morale surveys which have shown, amongst other things, that morale tends to be highest in those departments where the supervisors have been encouraged to show initiative and are not too severely criticised for making mistakes after they have "carried the ball." This company, too, is therefore challenging traditional ideas about the "span of control" and is decentralising authority to its foreman grade—judging the foreman's efficiency by the results he obtains. In this way a supervisor is given enough authority to be able to carry out his main function, which I defined earlier as "to see that the production targets or service schedules are fulfilled." The many service departments then carry out their correct rôle of advisers, helpers and supporters.

The theory behind these changes in structure is that even a good foreman cannot operate effectively in a poorly organised concern. I feel myself, however, that the form of organisation is less important than the attitude of all the members of the management team.

I know of another firm where, in contrast with the previous illustrations, the personnel department has its own representatives placed right on the different factory floors. The main function of these representatives is to assist and advise the foremen in the personnel aspects of their work. The foremen, however, are expected to make their own decisions and there is no indication in this firm that any of the foremen feel that their authority is being undermined. On the contrary they welcome the support which they gain from the presence of the personnel representative. Thus if top management trust their foremen and expect them to make their own decisions the foremen will feel free to exercise authority which is commensurate with their responsibilities.

TOO MANY POTATOES?

The Manager Let Her Down

WHEN a foreman has made a decision he must feel confident that it will be upheld by his immediate superior. I came across an example the other day, from an American source, which illustrates this point. A group of girl kitchen workers, under their supervisor, were dishing out dinners. The café manager came into the kitchen and said to the supervisor in front of the other workers, "You have put too many new potatoes on these plates; you ought to know better than that."

The supervisor stood her ground and replied that she was sure that she was right; if the café manager would come into the office with her she would show her the appropriate instruction. When they were alone she pointed out to the manager how such action was weakening the authority of both of them.

A foreman asks our advice on a similar problem. He says that one of his workers asked him for a loan under the company's loan scheme. The foreman listened to the man's reasons and then refused the loan. An hour later the works manager came into the shop. The worker approached him and asked him for a loan. The works manager, without listening to reasons, said "Certainly you can have a loan; go and fix it up with your foreman." The foreman felt very annoyed when the man approached him and said that he now had the works manager's permission. He claims that his works manager had made similar snap decisions in the past, and he wonders whether he could have taken any action—and if so, what?

First, *could you write and give him the benefit of your advice on this?* Secondly—to carry the discussion one stage further—suppose the works manager had listened to the worker and had then come to the conclusion that a loan was justified, *how do you think the works manager could see that justice was done to the worker and yet still support and maintain the authority of the foreman?*

DISCUSSION LEADER.

Management Bookshelf

How to Make the Supervisor a Leader

Leadership in the Factory. J. Munro Fraser. Pitman. 3s.

MR. MUNRO FRASER, author of *A Handbook on Employment Interviewing*, has now written what he describes as the first of a series of inexpensive guides for supervisors. He is an industrial consultant and senior lecturer in human relations at the Birmingham College of Technology, so he is particularly well qualified to attempt a task of this kind.

Mr. Munro Fraser outlines the way in which a factory should be organised so that each line executive and supervisor can be an effective leader of his group. A series of very clear organisation charts illustrates this and shows how the functional specialist fits into the pattern. All groups have a leader and the leader of the primary working group should be the person who is officially given this authority by management. Six of these primary working groups should be put in the charge of a foreman, to form a section. Larger units can be built up by putting up to six sections under a department superintendent, and up to six departments under a works manager.

Relationships within a primary group and the leader's relationship to the group are next discussed. A leader is the "king pin;" he holds a group together by arranging their work, by being technically competent and by being the natural person to whom people turn in difficulties.

I feel that this section could have been expanded. Other leadership studies have shown, for instance, that the effective leader of a group is the one whose actions best reflect the group norm. Many supervisors in industry find some of their most acute difficulties lie here. What advice has Mr. Munro Fraser to offer?

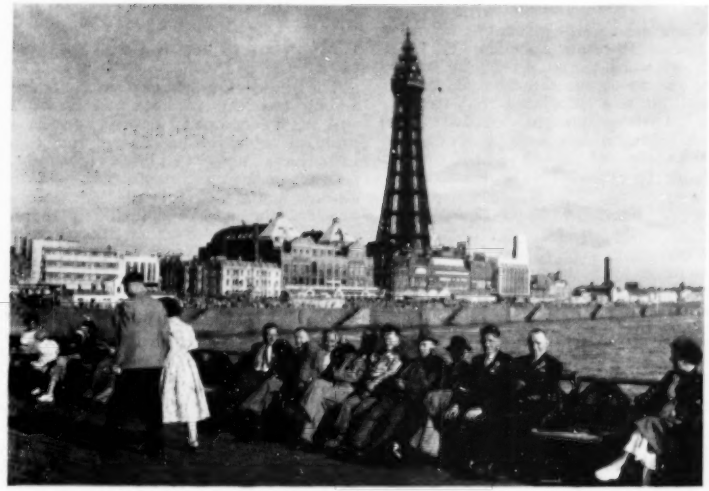
Again, how should a supervisor lead—when must he arbitrate and what methods should he use to be democratic without ceasing to be "king pin?"

There is evidence available on these questions and perhaps a future manual will deal with them.

There is a great need in this country for books which will translate psychological knowledge into the language of the layman. This guide is an encouraging beginning for the supervisor. The author is always clear and maintains interest, although I feel that he could still do this with rather less quotation of colloquial slang.

DISCUSSION LEADER.

"BACKROOM BOYS" AT BLACKPOOL



Maintenance men ("backroom boys" of industry) enjoying the sunshine at Blackpool. They were among the 1,000 employees of Oldham and Son who went by special train, armed with tickets for free lunch, beer and admission to the Tower and Winter Gardens. Each employee was also given a £1 note as a Coronation gift.

"*Fraternalism*"—*A New Philosophy*

"FRATERNALISM" is the basis of good employee relations in the Gorman-Rupp Co., Ohio. This is a small company of 180 employees, which is in itself an asset, but combined with a profit-sharing scheme, a sound personnel programme, and a management philosophy based on fraternalism, it accounts for a high output and low costs, high quality workmanship and low labour turnover.

Easy-going informality is the keynote. Little privileges are granted to employees provided that they do not interfere with work. Tools and shop facilities are available free of charge after working hours to employees who want to carry on hobbies. Materials are paid for by the individual.

The company encourages its employees to own their own homes and 40 to 50 acres of land so that they have a stake in the rural community in which the factory is situated. Loans to employees are interest-free; repayments start at the end of the first year.

A profit-sharing scheme has been in operation since 1935. In his third month of service an employee receives 10 per cent of an employee's share of the month's profit. The fourth month he gets 20 per cent and so on, until in the twelfth month he qualifies for a full share.

In addition, there is a savings club through which the company credits the employee with the same amount as he saves—up to a limit of three dollars a month. Thus an employee who banks thirty-six dollars during the year gets a cheque for seventy-two dollars at Christmas.

Several insurance schemes are run for the employees' benefit, including a scheme for the provision of retirement pensions for which the company pays all costs.

Recognising that congenial people work better together, applicants are only accepted for employment after they have been recommended by three employees. Job vacancies are notified on the factory bulletin boards, and whenever possible are filled by promotion from within.

Service Rewarded

Long service is rewarded by additional holidays. Employees with fifteen years' service or more get three weeks' holiday with pay. Employees who do not wish to take the time off can receive their holiday pay and regular wages for the time worked. Recreational facilities are provided for both employees and their families.

The company believes that investing in the well-being of their employees is good business. Personal problems or grievances, or suggestions for improving working conditions, can be dealt with through a works committee composed of one elected representative of employees, one selected by management, and one chosen by the first two. Every opportunity is taken to boost individual employees. For example, at a local industrial exhibition the big feature of the company's stand was lighted display panels carrying portraits of employees and photographs of their homes and hobbies.

(Condensed from *Factory Management and Maintenance*, 4/53.)

From All Quarters

A PENSION scheme just introduced by A. Dingle and Co. Ltd., departmental store, Plymouth, applies to all employees who have been with the company for over five years, and covers pensions for past and future service, and life assurance. Although employees are making weekly contributions to the scheme, an increase of salaries has been awarded according to the amounts involved, so that all expenses are being borne by the firm.

Birmingham Co-operative Society's personnel department have recently opened a dummy shop for training retail staff. It can be converted, with the aid of counters and display shelves, to suit the needs of the various departments. One of the first courses was for butchers. At the end of the nine weeks' course, consisting of lectures and practical demonstrations, trainees sit for an examination. If successful, their names are put on a panel from which future butchery branch managers are drawn.

"Long service" gatherings have been held annually at Cadbury Brothers Ltd., for the past forty years. This year 138 employees received awards, including four men who had completed fifty years' service, and twenty-seven women and 107 men who have completed forty years.

A substantial reduction in accidents at the Edinburgh factory of North British Rubber Co. Ltd. has been achieved by the running of a series of simple safety slogan competitions among the employees. The success of this drive is instanced by the fact that the number of lost time accidents has been reduced from 155 in 1948, to thirty in 1952.

Why Accidents Happen

RESEARCH conducted at the University of Chicago indicates that the way a supervisor treats his men probably affects their accident frequency. The study revealed that two very autocratic supervisors had frequency rates in their departments of twenty-two and twenty-six lost-time accidents per year against the plant average of six. When they were transferred to new departments the accident

frequency rates began to increase in those departments.

Current studies also show that maladjusted or emotionally unstable people are likely to cause accidents. One authority on industrial medicine maintains that accidents are due to three basic causes: (1) Insufficient skill or lack of knowledge; (2) Physical or mental defect; (3) Improper attitude. In the latter category he puts the worried, careless or disgruntled worker, "the rugged individualist" and the practical joker.

Hours of work also have a definite relationship to safety. The accident frequency in many industries begins at a low level, rises sharply and falls off during the last hour of the working period. Research showed also that accident rates are related to the rate of work. The peak rate occurred in the next to last hour of the morning, which was also the period of highest hourly production. With a working day of 12 hours, the accident rate among women was much higher than with a 10-hour day; the accident rate for men, however, seemed little affected by longer hours.

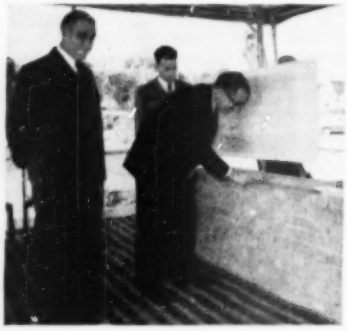
(Condensed from *The Management Review*, 5/53.)

Barbers' Day

OVER one hundred local barbers attended "Barber's Day" at the Caterpillar Tractor Co.'s works at Peoria, Ill., when they toured the plant, asked questions of the company's executives, saw some of the company's films and had lunch. By the end of the day they were well supplied with information—and subjects for conversation with their customers for many a day to come.

(Condensed from *Factory Management and Maintenance*, 3/53.)

FOUNDING THE FUTURE



Sir Walter Monckton, Minister of Labour, laying the foundation stone of the new apprentices' school at the Bristol Aeroplane Co. Ltd. The company has over 900 apprentices under training.

Ideas & News from House Magazines

Eight Thousand Years

When past and present employees of Turner Brothers Asbestos Co. Ltd., each with 25 years' service or more, were guests of the directors at an "at home," it was calculated that the service of those present totalled 8,000 years. Invitations were extended to 313 people, of whom 260 found it possible to attend. **(The Firefly.)**

Foundry Welfare

With the completion of their "amenities" building, facilities are available for another 130 employees in the foundries of Glenfield and Kennedy Ltd. to enjoy daily baths. The baths are already being used daily by 350 employees. **(The Glenfield Magazine.)**

A Century of Half Centuries

The hundredth employee of the Aylesbury works of Hazell, Watson and Viney, recently completed 50 years' service with the firm. In six cases, both father and son have scored 50 years and in five of these there is also a third generation in the factory. **(Impressions.)**

New Training Centres

A new centre is being built at Cookley to train employees of Richard Thomas and Baldwins Ltd., particularly press operatives, tool setters and apprentices. An interesting feature of the centre is the proposed rehabilitation room, where employees recovering from accidents will be able to resume gainful employment. Extensions are also to be made to the Ebbw Vale apprentice training centre which will provide accommodation for some forty apprentices and enable the present period of basic training to be doubled. **(Ingot News.)**

All-England Winners

The Derby Rolls-Royce Fire Brigade won the All-England Championship Bowl presented by the Leicester and Leicestershire Private Fire Brigades' Association for the best aggregate of the day. In two weeks this team won seven cups. **(Rolls-Royce News.)**

Sporting Highlight

Highlight of the year's events for employees of the Staveley Iron and Chemical Co. Ltd. was the opening of their new sports stadium by Lord Burghley. Among the 400 athletes who took part in the day's events were "stars" such as champion sprinter E. McDonald Bailey, and ace cyclist Reg. Harris. For those who wearied of sporting events there was a variety show, a display of horsemanship, trapeze acts, and "all the fun of the fair." **(Staveley News.)**

Safety for Builders

The need for safety consciousness among building workers out on sites and in the company's workshops is a problem which John Laing and Son Ltd. have been tackling vigorously. As part of their campaign they held an all-day conference for all their safety officers; the speakers included representatives of the Factory Inspectorate and Ro.S.P.A. **(Team Spirit.)**

Youth Survey

In response to an invitation from their managing director, 181 students of the Thorncliffe Works College have agreed to take part in a national survey to discover "why young people become disappointed and frustrated." The students will complete questionnaires and supply the answers to such questions as: "Do you try your best to please father or mother or someone else?"; "What has helped you most in life?"; "Whom do you go to when you are worried?" **(Thorncliffe News.)**

A Worthy Cause

Girls at the Thorncliffe Business Training College held a "fancy fayre" in June and raised £60 to provide outings and other benefits for the children of a local orphanage whom the girls have "adopted." The children look forward to the weekly visits from these youthful "aunts," and enjoy the Christmas parties and other activities the girls arrange for them. **(Thorncliffe News.)**

Service Rewarded

Out of a total payroll of 2,500, there are 426 employees of Glenfield and Kennedy Ltd. who have served with the company for twenty-five years or more. In 1939 a scheme was instituted for the presentation of gold medals to employees with not less than fifty years' service. Eighty-seven medals have been awarded since then, and six of the recipients are still on the company's payroll. The company also has 148 pensioners enjoying the benefit of non-contributory pensions. **(The Glenfield Magazine.)**

1,263 Gold Watches

The roll of long-service employees of the Stanton Iron Works Co. Ltd. now records the names of 1,263 employees who have been presented with gold watches in recognition of the completion of 30 years' service or more with the company. **(The Stantonian.)**

It All Depends on the Design

By ARCHIBALD CRAWFORD, Q.C.

Director, Speech Training for Management

The secret of a good speech is an ordered plan, says the author, whose organisation has trained many managers and foremen to speak effectively. Once the plan is made, it only remains to "put it over." And Mr. Crawford gives some invaluable advice on how to do that.

NOW we must consider the design of the picture we are going to paint for our listeners. A confused and blurred picture is a delight to neither the artist nor the beholder. Your audience derives satisfaction from an instantaneous realisation that the right thought or fact is being put in the right place. Where that place is depends on the circumstances. I can offer a general guidance, but will not attempt to dogmatise on particular treatments.

Let us take, as an example, a report on a business journey. There are three ways in which this might be designed:

1. In order of times, as the events occurred;
2. In order of places where the events occurred;
3. In order of the importance of those events on an ascending scale.

Once one of these designs has been decided upon, it is easier for the speaker to visualise the roadway along which he will proceed on his vehicle of words, and for his listener to follow him along it.

Here is an aid for speakers on industrial subjects. Think of the basic sequence of a business enterprise:

(i) Idea or invention;
(ii) Materialisation or capital;
(iii) Management;
(iv) Production;
(v) Selling and distribution.

Invention, Capital, Management, Production, Sales—or I.C.M.P.S.—can be for you a mind guide of great speech value, to be used sometimes in the above order, sometimes in other combinations as circumstances may require. The order given above is a time-value sequence. The items are in order as they occur in time; they are also in order of ascending value. The following are some of the aspects of order which we may use in our designing: 1, time; 2, place; 3, values; 4, ascending difficulty (in which the speaker proceeds point by point from a proposition which his audience will accept and absorb with ease to his final and most difficult point).

Here, then, is your plan of preparation:

1. Gain a full mastery of your subject.
2. Reduce it to terms of "little mastery," or "L."
3. Roughly set out "L" according to the design which you consider appropriate to the audience and the occasion.
4. Brood upon this outline—churn it over in your mind.
5. Set out your final outline, designed as you have decided, and with each idea leading logically and smoothly to the next, until you reach the conclusion at which you are aiming.

8 AIDS TO GOOD SPEAKING

1. **Master your subject, and plan your speech.**
2. **Don't worry about being nervous—but control your nervousness.**
3. **Have confidence in your ability.**
4. **Use the full force of your personality.**
5. **Stand erect, but relaxed.**
6. **Don't fidget—clasp your hands in front or behind.**
7. **Make your voice musical.**
8. **Breathe deeply, especially just before you start.**

With knowledge and design crystal clear in your mind, you are ready to clothe your ideas in words which will satisfy and inform your hearers.

Next—putting it over. Last month, when we considered a passage from one of Sir Winston Churchill's speeches, we learned that he impressed the picture upon our minds "with the full force of his personality." A speaker expresses his personality in his every action and word. The design of his speech, the examples he uses, the points of view he takes, all are part of his personality. For convenience, though, I have dealt with those matters separately. Now let us look at the way in which a speaker releases his personality by his delivery and his use of colour.

We all know how much easier it is to listen to what is commonly called a "musical voice" than it is to have inflicted upon us a monotonous drone. Yet there are some who, despite their own preference for the former, feel that the voice is of little importance in a business speech. How wrong they are! *The object of a speech is to bring an audience and an idea together.* Whatever artifice the speaker can call to his aid in the attainment of that object must be seized upon and used to full effect.

Most defects in delivery are due to nervousness. I cannot tell you how to overcome the nervous tension

which is attendant upon the making of an address—indeed, I would not if I could. A sensitive person, alive to the reactions of his audience, and ever striving after perfection, cannot avoid the sensation. An insensitive person will never make a great speech. I can tell you, though, how to control your nervousness and to avoid passing it on to your audience. There are mental aids and there are physical aids.

Mastery of your subject, its presence in your mind as a series of vivid pictures, and its sequence a planned design, are the foundations of confidence. Add to this state of mind a modest confidence in your abilities, and an ability to drive your speech ahead of you, and your mental preparation for delivery is complete.

To enlist your physical aids to control, stand erect, but relaxed. Almost any comfortable stance which fulfils this condition is acceptable. Most speakers will find the greatest comfort in standing with their feet slightly apart, and the weight of their bodies thrown very slightly forward on to the balls of their feet.

Hands? Forgotten

In your first efforts at speaking, you may find that your hands trouble you and seem constantly to be getting in the way. The best advice I can give you is to suggest that you clasp them easily behind or before you. A light fingertip contact with the table is often helpful, although great care must be taken that the contact does not become a lean. As you move into your theme and thought of self is lost in the urge to communicate—as it will be—you will become unaware of your hands and their presence will cease to trouble you.

Avoid on the platform any movement which could be called a fidget. Such movements as you make should be impelled by the words which are upon your lips and the thoughts which are in your mind. They should be expressive of your personality. The groping movement of Churchill's hand when he "searches" for a word is typically his, and cannot be called an unnecessary movement. On the other hand, the small and futile movement which many speakers make with their hands with every syllable they utter can be called nothing but unnecessary.

Deep and regular breathing will still the fluttering heart and put the lungs to work steadily. Breath should be taken well down into the lungs where there is the maximum capacity, and where the diaphragm is able to control respiration. Two or three good breaths taken in this way before you begin to speak will work wonders with the breathlessness and the trembling which afflict many speakers until they are in their stride.

Musical Voice

There you are, then, standing before your audience, erect, relaxed, unhurried, controlled.

I spoke of a "musical voice." The "tune" of your voice is called its inflection. It is change of inflection, coupled with other changes which I shall deal with, that imparts subtleties of meaning to your words and variety to your delivery.

If you were told by a friend of a certain action which he intended, and his intention shocked you, would you say, "You can't do that!" in a monotone? I think not. Far more likely that your words would take the following cadence: "*You,*" fairly high in your voice compass; "*can't,*" a little lower; "*do,*" lower still; "*tha-,*" on the same note as "do," and "*-at*" sliding right up to the level of your first word, "you." Try it.

By putting this expression into your sentence, you have not only told your friend that you do not consider that he should take the action, but you have shown him that you are shocked that he should even have contemplated it. The secret of inflection is that it should express your feelings and the feelings which you wish your audience to adopt.

Read Aloud

Theorising is of little help to you in the matter. Better by far that you should practise reading aloud regularly. Experiment with your voice, get to know what you can do with it. Antony's funeral oration from Shakespeare's *Julius Cæsar* is an excellent exercise to achieve voice flexibility.

Inflection is the tune. The key in which the tune is set is called the "pitch." I will content myself by saying of pitch that words and ideas which call forth enthusiasm or excitement in their utterer are said in a higher pitch than the speaker's norm, while words and ideas which are boring or mournful are lower in pitch. Your voice does not need to be trained to achieve this. It merely has to be *allowed* to do it.

Variation in pace of utterance relieves monotony and gives meaning, too. It is accomplished either by lengthening the vowel sounds of your words and increasing the length of the pauses between them, or by shortening the vowel sounds and decreasing the length of the pauses. Slow utterance gives added weight, while quicker utterance gives the impression of urgency or enthusiasm.

Contrast is also given to your delivery by an increase or a lessening of the degree of loudness which is given to your words.

It is by means of modulation of pitch, pace and power that emphasis, variety and meaning find their way into the spoken word. Practise the use of these devices until they become second nature to you. It is too late to start thinking about them while you are actually delivering your speech. All your mind then must be devoted to the communication of thought.

Use of Colour

I have cited the use of colour as the second medium for the release of personality. Webster's definition of rhetoric exactly defines what I mean by the term colour: "The expression of abstract ideas which suggest images from the physical world: the art of clear, elegant and forceful use of language: any deviation from the plainest form of statement."

The last two parts of the definition speak for themselves. The first is merely our old friend, the painting of verbal pictures.

Without colour a speech can have no individuality. Without individuality there can be no release of personality.

One final point. You must increase your vocabulary. Quite an interesting way of doing so is to open your dictionary at random and run down the page until you find a word which is not unusual but one that you personally are unaccustomed to using. Possibly you are aware of its meaning in a vague sort of way. Start introducing it into your conversation where previously you would have used one or other of its synonyms. You have acquired a new word. Study the style of the speeches of the recognised orators.

Do these things and you will find that, with perseverance, you are becoming an adept at "putting it over."

Vauxhall Motors employees earned 606 awards for ideas submitted through the suggestions scheme during 1952.

No Strike for Sixty Years

INDUSTRIAL relations in the footwear industry are very good; there has not been a strike for some sixty years. This has resulted in close co-operation between managements and union officials and has aided increasing efficiency in recent years. Productivity in the industry is now some 30 to 40 per cent higher than in 1930.

The review of productivity in the footwear industry, published last month by the British Productivity Council, gives much credit for this satisfactory progress to the work of the British Boot and Shoe and Allied Trades Research Association, which has compiled, since the war, a series of analyses of productivity in the basic departments of manufacturing firms. The main general conclusion reached was that high productivity is related to the proportion of operatives working on piecework and that it goes hand-in-hand with higher wages and lower labour costs.

Among the problems which the industry is facing, however, is a serious shortage of labour in the closing rooms, and the wide variety of methods and construction in a single plant due to the large number of types and styles of footwear produced. (Some members of the trade think there are too many of these.)

But the report records many examples of increased efficiency attained by individual firms through the introduction of new methods and installation of new equipment, e.g., piecework, profit-sharing schemes, bonus payments for foremen, daily production charts, mechanical handling, etc.

Pride Aids Production

THE report of the visit to the U.S.A. of the productivity team for the milk utilisation industry states that the team "returned encouraged and refreshed: encouraged to find that the best in the British industry is at least equal to its American counterpart; refreshed by its contact with an industry operating in competitive markets and conditions of free supply of raw materials."

The team felt there was much to learn, however, not only from American methods and equipment, but also from the attitude of mind of the U.S. employee towards his job. Among their recommendations they suggest that British managements should employ every means possible to foster the pride of the individual worker in his job and his workplace, since this pride appears to be one of the mainsprings of productivity. Means suggested include: suggestions schemes; informing workers of company's aims and achievements; attention to lighting, decoration and tidiness of workshops; provision of protective clothing; and adequate cloakroom facilities.

775,000 Claimed Benefit

THE total number of claims for injury benefit in 1952 was 775,000, a slight increase over 1951, but still lower than in the previous two years. The majority of the claims came from the heavy industries, and mining again accounted for more than one-third. About 5 per cent of men and 1 per cent of women received benefit, the average periods being four to five weeks respectively. Cost—£8¼ million.

Disablement benefit and its supplements cost £7 million. The number of claims for disablement benefit has risen each year and was 96,000 in 1952 compared with 86,000 in 1951. Disablement benefit represented just over 12 per cent of all claims for injury benefit in 1952.

The number of disablement pensions rose by 19,000, or one-third, during 1951, so that 76,000 disablement pensions were being paid at the end of the year. Of these, 75 per cent were for accidents and 25 per cent for prescribed diseases.

Eye Protection Week

THE Royal Society for the Prevention of Accidents is holding a campaign from September 21-26, to help reduce the number of industrial eye injuries.

H.M. Chief Inspector of Factories has estimated that there are 200,000 eye injuries sustained in factories every year, and individual firms are being asked to tackle this problem by publicising the campaign among their workers. Posters and leaflets are available from the Society, but it is hoped that many firms will also organise their own displays, competitions and similar activities.

School for Business Men

YOUNG business executives spent a month at Oxford attending a "school" designed to bring industry and the universities more closely together. The school was organised by a steering committee of leaders of industry and Oxford dons, under the chairmanship of Sir Hugh Chance, and the project was inspired by the report of the Anglo-American Productivity Council on education in management.

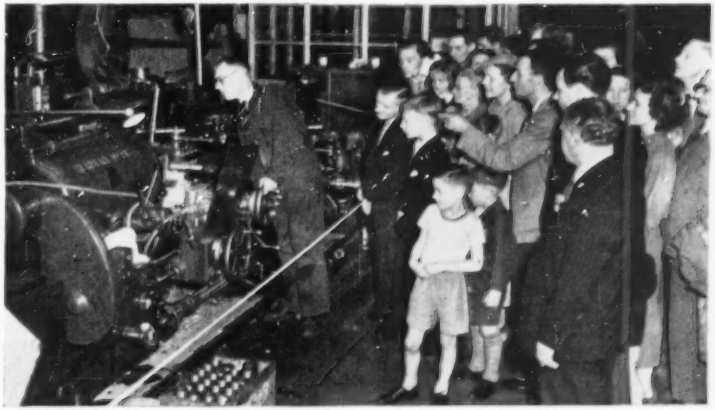
Students are all being trained for, or are engaged in, executive work in industry and have been sent by their firms.

Fewer Workers in 1952

CONTRARY to the trend of recent years, the total working population declined slightly during 1952, and was about 23,292,000 at the end of the year, according to the annual report of the Ministry of Labour and National Service.

The year was one of steady adjustment to economic and defence needs, and efforts continued to encourage the full and effective use of manpower and to promote good human relations within industry. Measures taken to help labour demands for the defence and export industries included the introduction of the Notification of Vacancies

A VISIT FROM THE FAMILY



Visitors in the machine tool bay of the switchgear works of the General Electric Co., Witton. The annual family visit has lost none of its popularity, and this year ten thousand visitors toured the factory and showed special interest in demonstrations of domestic appliances.

Order. The position of many other manufacturing industries was, however, affected by slackening of consumer demands and consequent unemployment. Industries most seriously concerned were textiles, but the china and glass, paper and printing, and rubber industries also suffered.

The general level of unemployment was higher than for the previous four years, largely due to the position in the textile industries.

Although negotiations on claims for wages increases took place in most of the major industries in the country, there was no stoppage of work on a national scale. During the year there were 1,714 disputes resulting in a loss of 1,792,000 working days; this was slightly below the average for the post-war years.

Older Workers' Pensions

ONE of the barriers to the employment of older workers is the existence of pension schemes which have age limits for entry. The suggestion that this is due to the fact that life assurance companies are refusing to assure the "over 40's" has been refuted in a statement issued by the Life Offices' Association and Associated Scottish Life.

In arranging pension schemes, they state, the individual requirements of employers are studied, and if there are any special conditions, such as a maximum age of entry, it is for the protection of the employer, not the assurance company. Employers often include such a condition because of the higher cost of premiums for older employees. When an insurance company requires 100 per cent membership of the scheme, it is 100 per cent of those eligible to join, and if eligibility stops at 50 years of age, it still leaves the employer free to engage an older person on a non-pensionable basis.

Suggestions for overcoming the difficulties of employing older workers where pensions schemes operate are: (1) Limit compulsory entry up to, say, 50, with voluntary entry after; (2) Retain the compulsory principle all through but introduce a later pensionable age for those entering the scheme later; (3) Regard all people joining the company after, say, 50, as temporary staff and ineligible for pension.

WHAT'S COOKING?

Members of the L.C.C. school meals service learn how to cook in an emergency. Similar training courses can be arranged for industrial C.D. groups by local Emergency Feeding Authorities.

WAGES NEWS

CO-OPERATIVE WORKERS—About 250,000 workers employed by retail Co-operative Societies have received wage increases of 6s. for men and 4s. 6d. for women; males between 18 and 20 received 4s. 6d and females 3s. 3d.; males under 18, 3s. 3d., females 2s. 3d.

ELECTRICITY WORKERS — The National Joint Industrial Council for the electricity supply industry has agreed an increase of 1½d. per hour in rates for manual workers, and £15 a year for foremen. About 130,000 workers benefit.

SHOP WORKERS—The Retail Furnishing and Allied Trades Wages Council has notified the Minister of Labour of proposals to increase statutory minimum wages by 5s. 6d. per week for men, and 4s. 6d. for women at or over the terminal age (i.e., 24 years, except for certain transport workers where it is 21), with proportionate increases for juniors.

The Hairdressing Undertakings Wages Council is proposing similar increases for men and women hairdressers and for men and women employed as clerks, receptionists, cashiers, sales assistants, manicurists, etc.

WOMEN ENGINEERS — A claim that minimum wage rates of women in the engineering industry should be equal to those of adult male labourers has been presented to the Engineering and Allied Employers' National Federation. The present minimum base rate for men is 118s. 4d., and for women 91s. 6d., a difference of 26s. 10d.

In Brief

The National Joint Advisory Council has set up a small sub-committee to consider the problem of promoting higher standards of human relations in industry in relation to increased productivity. This has arisen as a result at the Conference of Human Relations in Industry held last year, the recommendations of which were referred to the Minister of Labour for further action.

* * *

Realising the general need for greater clarity on the facts of the trade union movement, the British Institute of Management has produced a booklet in which three distinguished union leaders give an account of trade union organisation, its relationship with Government and industry, and its attitude towards the problems of the day. Obtainable from B.I.M.

* * *

Between mid-July, 1952, and 1953, the number of unemployed dropped from 393,000 to 272,700, a decrease of 25,100. This represented 1.3 per cent for the country as a whole compared with 1.9 per cent a year earlier.

* * *

The Minister of National Insurance has indicated that he will shortly put into effect the recommendations of the report of the Industrial Injuries Advisory Committee on pneumoconiosis. This will mean an increase in benefits and inclusion of sufferers in "unscheduled" occupations.

* * *

A review of the pay and conditions of the Civil Service is to be undertaken by a Royal Commission under the chairmanship of Sir Raymond Priestley.

* * *

The National Federation of Dyers and Cleaners, Technical Training Bureau, has organised a series of lectures on dry cleaning technology to be held at St. Bride Institute, London, E.C.4, commencing September 21.

"Take Your Employees Into Your Confidence"

THE distinction of being the first woman industrial welfare officer to become a Member of Parliament has fallen to Miss Edith Pitt, who was recently elected for the Edgbaston Division of Birmingham.

Miss Pitt told PERSONNEL MANAGEMENT, WELFARE AND INDUSTRIAL EQUIPMENT that she was very proud of this distinction and hoped that it would be possible for other welfare officers to follow her example, for she felt that she would be a better M.P. because of the experience gained in her job.

The welfare officer M.P., Miss Edith Pitt.

Miss Pitt started her career, at the age of fourteen, as an office junior in Birmingham. She has been with her present firm, Tubes Ltd., for 19 years.

She went there as a secretary, but in 1943 the management asked her to take over the duties of welfare officer, a job she has been doing successfully ever since. Her work has been mainly concerned with helping to solve employees' problems, both on the job and domestic, administering insurance and pension schemes, visiting employees when they are sick, and maintaining contact with them when they retire. Miss Pitt said: "I love my work and enjoy every minute of it. In helping people to overcome their difficulties one feels one is making a real contribution to the sum of human happiness, and there is no more satisfying job than that."

Always interested in social service, Miss Pitt has done a great deal of voluntary work, and became a member of Birmingham City Council in 1941. Asked how her political activities affected her relations with the workers, she replied that this could best be answered by the comment of one of her workmen, who was a staunch supporter of "the other side" at the time of the general election. He said: "Well, miss, I hope you get in, but I hope your party doesn't."

While Miss Pitt makes no secret of her political views she does not air these in the factory, feeling as she does that personnel and welfare officers should be neutral where party politics are concerned. She is of the opinion that if she has succeeded in earning the respect and confidence of the workers, then in due course her political views will also be respected.

Personnel Manager's Job

Asked for her solution to the problem of the "struggle" between the two sides of industry, Miss Pitt replied that good personnel management was a large part of the answer. The job of the personnel manager was to integrate the two sides, and the more links that were forged the better integrated they would become. Joint consultative committees could play an important part, but they could only be successful if management continually stimulated their workers' interest and showed clearly that they were willing to take their workers into their confidence.

Many grievances were fostered because workers did not take the trouble to ask for matters to be put right. This apathy arose partly from an inability to realise that there had been a change in the attitude of most managements and that the fears and suspicions of the past were no longer justified. But this change of attitude could not be forced upon workers; it was a slow, educative process. Management must take the initiative in making joint consultation work and in encouraging workers to play their part in a keen and responsible manner, for only by both sides working together could industry gain that increased production which was essential to our economy.

New Canteens No. 5

Here the portable screens have been used to cut off part of the canteen as a private dining-room for senior staff. On the other side of the screens is the cafeteria.

Portable Screens Make an Adaptable Layout

A good idea has enabled this management to provide their employees with a canteen which is not only a pleasant place for all grades to eat in, but also a home of many social activities.

By a Special Correspondent

WITH a floor space of 13,500 sq. ft., this new canteen at the Chelmsford works of Marconi's Wireless Telegraph Co. Ltd. can seat and serve 1,800 customers. Alternatively, by the ingenious use of portable screens it can be converted into several small canteens. The present layout provides for a small dining-room for senior staff and another for office staff and those who prefer waitress service, while the rest of the room is used mainly by operatives and has a cafeteria service. This arrangement provides accommodation for about 1,200 people.

On an average day, the canteen serves 800 hot meals, and 850 snacks; this service includes catering for a small night shift. In addition, twenty-six urns of tea are served from trolleys in the factory during the morning and afternoon tea breaks. Everything except bread is cooked in the kitchen.

To cope with this volume of trade there is a staff of thirty-five under the manageress, Mrs. Warren, and under the general supervision of the catering controller, Mr. Collins. The staff includes two male chefs, one for meat and one for sweets, and two women vegetable cooks. Two women are employed full-time on the preparation of sandwiches, while the making and serving of tea employs two more full-time and four part-time.

It is estimated that 380 to 400 hot dinners can be served in ten minutes; snacks take a little longer as customers tend to take their time in selecting cakes, sandwiches, etc.

This kind of service can only be provided by a well organised work flow based on a well planned kitchen and servery. In the Marconi canteen the service counters occupy the whole length of the dining room. At the entrance to the cafeteria section there is a kiosk where customers buy meal tickets, cigarettes and confectionery. Then they join the queue at that end of the counter from which hot meals are served. (Counters are of stainless steel with cream vitreous enamelled front panelling.) Behind the counter is a run of twelve back-bar shelving cabinets with four worktables open at front and rear to allow for easy access.

Next is a section which serves cold snacks, ice-cream, cold drinks and tea and coffee. This is fitted with an ice-cream conservator and café set. The back-bar equipment consists of three shelving units, sink fitment and refrigerator. At this counter customers select their goods and pay for them in cash.

The waitress service section com-

prises three hot cupboards, four cold service sections, cold sweets and pastries sections. A squash dispenser, ice-cream conservator, and café set complete the equipment.

The dish-washing room has been installed between the waitress service section and the snacks counter. Dirty crockery from the cafeteria is delivered at one end of the room and from the staff sections at the other. It is fed to the dish-washing machine which is in the centre of the room, dried and stacked ready for use.

The kitchen and ancillary preparation rooms are situated behind the counters. The main kitchen equipment—boilers, pastry oven, ranges, steamers, and fish fryer—is planned round an island site covered by a glass extraction canopy. Three refrigerators, (one for fish only), potato peelers and chipper, and mixing machines, complete the main equipment. There are also two smaller semi-portable refrigerators, one of which is used for keeping meat for sandwiches fresh.

Leading off the kitchen are bays for the preparation of sandwiches, pastry making, vegetable preparation, tea-making and washing of pots and pans. The kitchen is light and airy, with tiled primrose coloured walls, and cream terrazzo squares on the floor.

This colour scheme is repeated in the dining-room and is enhanced by green painted tubular steel chairs with tan canvas seats, and green tables with cream plastic tops.

Cream plastic is also used for the movable screens which are used for sub-dividing the canteen. These screens are about 6 ft. 6 in. high by 8 ft. 6 in. wide, and are made of wood, faced with plastic, and mounted on heavy wooden feet.

In normal daylight, the canteen is adequately lit by wall-length windows and glass domes, four of which can be seen here. Artificial lighting comprises twelve 60 ft. continuous lighting fixtures.

The ceiling, in buff rough cast, is composed of six barrel-vaulted sections, each with glass domes for daylight illumination. It is claimed to be the largest unsupported roof of its kind in the country. It is lighted by twelve 60 ft. long continuous lighting fixtures. Windows run almost the entire length of the walls, and over the service hatches. As the canteen is on the first floor, there is a large service lift so that no supplies need be carried by hand up the stairs.

The canteen is also used for badminton and table tennis, meetings, etc. Here again, the portable screens are useful, as the room can be divided to allow of several activities being carried on at the same time.

Some of the 1,800 customers who can be seated in this 13,500 sq. ft. canteen. With the portable screens, separate dining-rooms have been segregated for senior staff and those who prefer waitress service. The canteen is also used for indoor sports, meetings, etc., and several of these activities can be carried on at the same time.

CIVIL DEFENCE

New Guide For Industrial C.D.

IS my firm eligible for membership of the Industrial Civil Defence Service? How do we apply for membership? What appointments should I make in my factory civil defence unit? How does my unit co-operate with the local authority? What do I do about uniforms for my volunteers?

These, and many other questions, are answered in the long-awaited *Civil Defence Industrial Bulletin No. 2* ("The Industrial Civil Defence Service"), obtainable from H.M. Stationery Office, price 9d. Purpose of the *Bulletin* is to advise managements of industrial and commercial premises and the local authorities about the development of the Government's industrial civil defence plans. It deals primarily with (i) the creation of the I.C.D.S., and (ii) the organisation of that service in such a way that its operations can be integrated with those of the public civil defence services (Civil Defence Corps). The plans have been prepared after full discussion with representatives of the principal employers' organisations and trade unions, and with the local authority associations and Government departments concerned.

Industrial Groups

Dealing with communications and control, the *Bulletin* suggests that—subject to local circumstances—industrial groups should be defined, roughly equivalent in extent to warden's posts, i.e., about 150 acres. Managements in such a group would combine to place their civil defence resources under the control of an Industrial Group Control Officer appointed by themselves. Communications to the local authority Civil Defence Controller would go through this officer, who would work at an industrial group control post set up and manned jointly by the firms in the group. The Industrial Group Control Officer would have the additional responsibility of deploying reserves within his area.

Throghout the *Bulletin* there is insistence on the need for the closest collaboration between industrial civil defence units and the Civil Defence Corps authorities.

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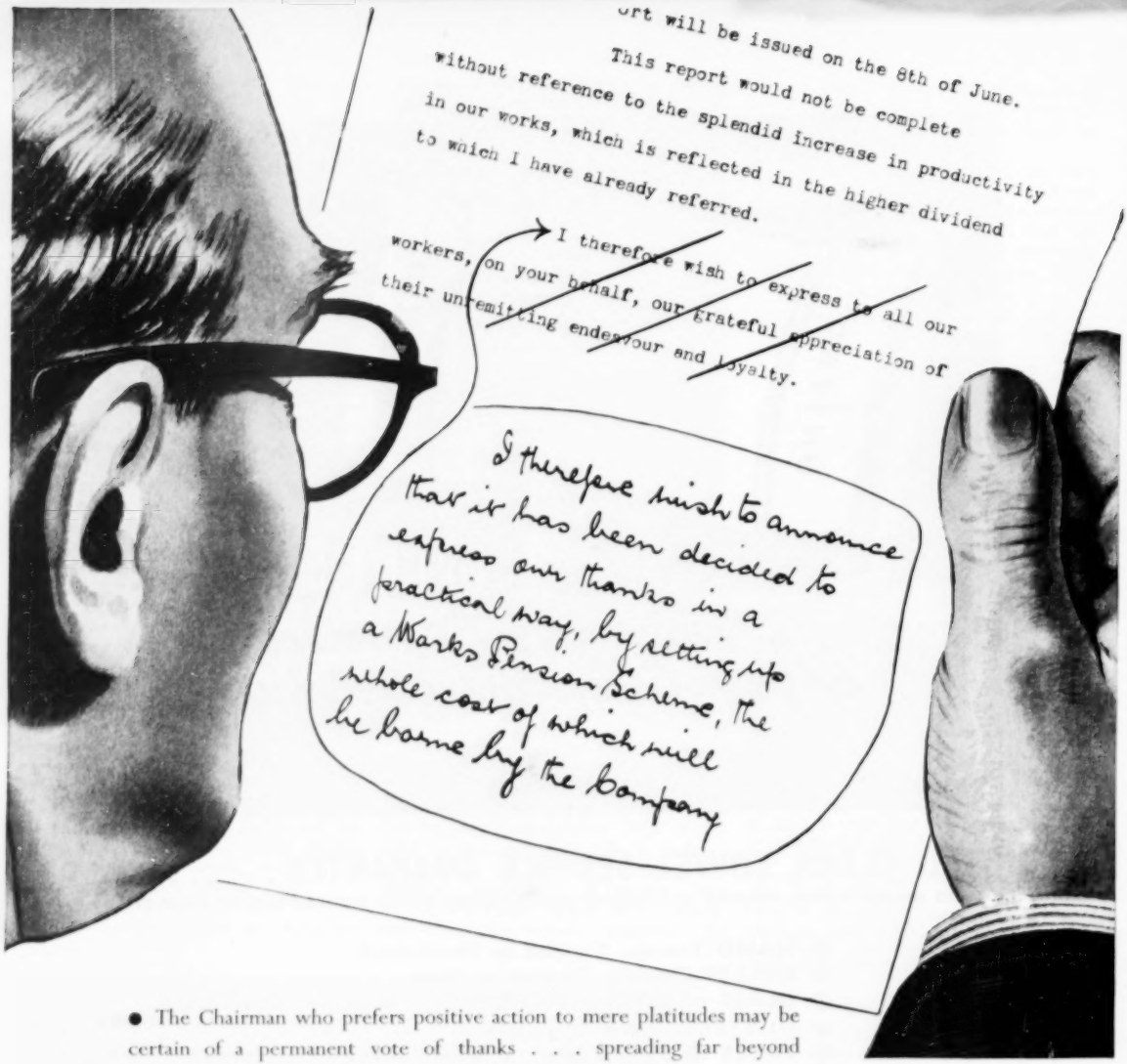
ort will be issued on the 8th of June.
This report would not be complete
without reference to the splendid increase in productivity
in our works, which is reflected in the higher dividend
to which I have already referred.
I therefore wish to express to all our
workers, on your behalf, our grateful appreciation of
their unremitting endeavour and loyalty.
I therefore wish to announce
that it has been decided to
express our thanks in a
practical way, by setting up
a Works Pension Scheme, the
whole cost of which will
be borne by the Company

● The Chairman who prefers positive action to mere platitudes may be certain of a permanent vote of thanks . . . spreading far beyond shareholders in general meeting.

● Complete, systematic retirement provision for all permanent employees is quite as necessary as provision for depreciation of plant, and should, in the same way, be made year by year out of current revenue.

● Expert information on Works Schemes is freely available from

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39 KILDARE STREET, **DUBLIN**

New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

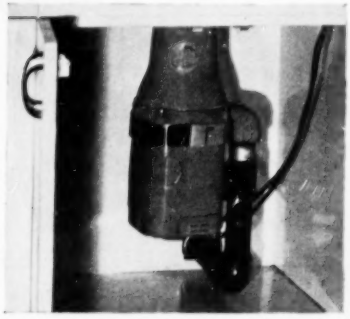
CANTEEN

Squeeze with Ease

SQUEEZING lemons is a messy job. This little gadget solves the problem, as can be seen from the illustration. The lemon is sliced, and the slices are placed individually in the chromium-plated squeezer. Finger pressure on the two handles extracts the juice. **(PM/662.)**

Gets Rid of Waste

DISPOSAL of waste food in the canteen can be easily effected by this



new automatic waste disposal unit. This machine can be fitted to the waste pipe of any sink and consists of a motor-operated shredder which grinds and pulverises all food waste: rinds, peelings, parings and scraps and bones. The unit is operated by turning on the cold water tap, then the switch. Automatic reversing of the motor and shredder each time the unit is switched on, gives a self-sharpening, self-cleaning action and is said to double the life of the blades. This unit eliminates the unhygienic sink and garbage pails. **(PM/663.)**

Hygiene in the Canteen

THE drive for more hygienic conditions in the canteen is aided by these new food protection covers. Of plastic, the covers come in seven sizes and are suitable for covering milk bottles, glasses, jugs of liquid and many other kitchen items.

The makers state that besides being

dustproof, these cover-alls will keep food odourproof in refrigerators. The smallest cover is 3 in. in diam., and the largest 11 in. **(PM/664.)**

Interlocking Price Tickets

MADE of plastic and suitable for the canteen, these price tickets can be stood up (as shown in illustration) or pinned to material. Sets of these price tickets are available containing over 290 parts—sufficient for fifty to sixty price tickets. The size of each unit is ¾ in. by ¾ in., and they are available in red on ivory or white on black. Additional characters can be

supplied loose in any quantity and also gns., lb., oz. and various currency signs. Just by adding unit to unit, every price ticket is made up to correct length. **(PM/665.)**

WELFARE

No-Leak Plug

THIS expanding plug for sink, wash-basin or bath, can be adjusted so that no leakage of water will occur. The method of adjustment is by twisting the triangular chain wire in a clockwise direction. This causes the top and bottom metal plates to be drawn together and to expand the rubber washer. Once the plug is adjusted to the correct size it is un-

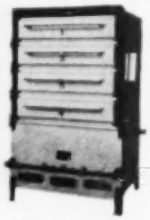
necessary to alter it again. The rubber used is said to resist detergents and animal fats, and the metal parts to be rustless. The brass plates and brass boss are chromium plated and the chain wire is of stainless-steel. **(PM/666.)**

Easier Drying

THIS electrically-heated drying cabinet can be procured in two models which are suitable for factories, sports clubs, surgeries, etc. One model measures 72 in. by 48 in. by 19 in., and the other 72 in. by 54 in. by 25 in.

A three-heat switch regulates the level heat in the cabinet; "high" for the first 40 min. of all drying and for all normal circumstances in which quick

The Oven
for Your Canteen



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EX-WORKS

The Silicate general-purpose Gas-fired Cabinet oven is a solid, reliable tool for canteens large and small. Simple to work, it will bake Cakes, Pastries, Pies, Joints and Poultry to perfection. Quick starting, it can be brought to baking heat in 20 minutes. Low gas consumption. Small floor space. There is a size to suit your need. Quick delivery.

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Tel.: Ashford Middx. 2727 and 3391

drying is required; "medium" for the economical drying of clothes that will be left in the cabinet for some considerable time; and "low" for very slow drying, or completing the drying of soft woollen articles, or for airing purposes only. The cabinets have easy-to-clean

double casings and rustproof swing-out rails. The design also includes louvred tops and air space insulation. The insides are finished in cream, and externally in duck green or cream. The elements are spirally wound on refractory formers, and the units are guaranteed for twelve months.

(PM/667.)

SAFETY

Lift with Safety

THESE plate-lifting clamps are said automatically to increase their grip as the load is lifted. Immediately the plate comes to rest and the weight is relieved, the clamps relax their grip for removal of the plate.

The teeth of the gripping edges are hardened so as to maintain their grip. The clamps are designed to be used in

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pairs and are available in two sizes: type 1 of 1-ton capacity and suitable for handling sheets from ¼ in. to ½ in. thick, and type 2 of 2-ton capacity for plates ½ in. to 1½ in. thick.

(PM/668.)

Rubber Doors

DESIGNED to eliminate draughts, noise and damage to loads, persons and vehicles, these industrial doors are of the normal swing type. They can be supplied with either one or two panels and can swing either one way only or both ways. The frame is made from tubular steel in an inverted "L" shape, the two parts being braced together by a triangular-shaped plate. The vertical tube which fits close to the door frame, pivots at top and bottom on axles let in the lintel and floor. The return spring is totally enclosed in the top of this vertical tube. The horizontal portion of the frame acts as a support for the rubber panelling which is securely bolted to it and also to the vertical post.

Let into each panel is a rectangular observation window made from Perspex set at an angle. The placing of this window is such that the rubber panelling—which is $\frac{1}{16}$ in. thick—will not be distorted by its rigidity when the door is opened. **(PM/669.)**

Hand Protectors

A NEW P.V.C. palm-coated glove, having an uncoated fabric back, has just been put on the market. The fabric back is said to provide improved ventilation, therefore making the glove cool to wear.

The glove is available in two types, the first having a smooth finish palm for light duty jobs, and the second a rough finish palm for heavy work.

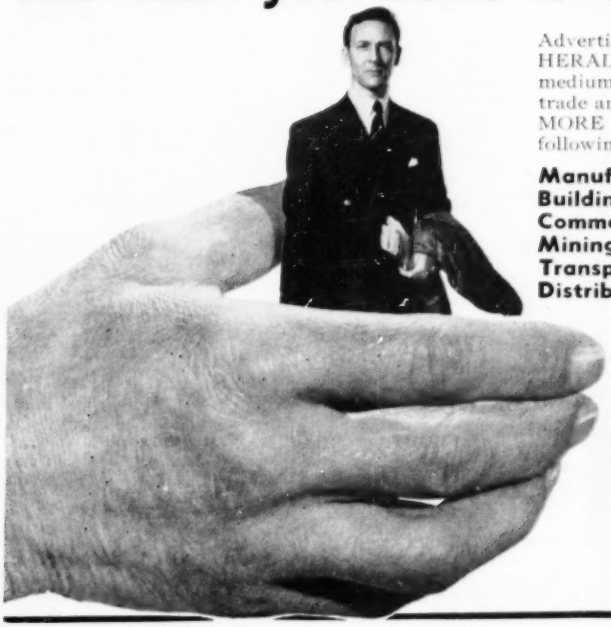
(PM/670.)

Shot Blast Helmet

THIS improved shot blast operator's helmet is claimed to be light, comfortable and completely protective against abrasive blast. It conforms to the

regulations laid down in the Blasting (Castings and Other Articles) Special Regulations 1949, No. 2225, and is covered by Ministry of Labour Factory Department Certificate of Approval No. 6.

The man you want is within your grasp!



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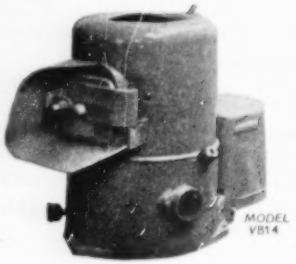
by
VICTORIA



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YOUR CANTEEN

Details from the Manufacturers

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Victoria Works
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Tel.: GLA 2802

The helmet has a light fibre base with internal adjustable framework, for comfort. It is rubber covered to resist abrasion, and embodies a duplex rubber skirting, giving protection to the chest and shoulders.

The visor is comprised of multiple layers of Perspex, *said to obviate misting and to give clear vision*. It is provided with an internal permanent seal, which is designed to render the helmet dustproof. Air is supplied via the spreader valve on the top of the helmet. **(PM/671.)**

BETTER HOUSEKEEPING

Keeps out Water

A NEW waterproof paint which can be applied to damp surfaces is claimed to become rock hard within 24 hours and to remain 100 per cent. waterproof. The coating adheres to distempered and painted surfaces and all types of plaster, and will waterproof underground surfaces when applied to the inside of walls, even when subjected to heavy water pressure of up to 150 lb. per sq. in. It is available in cream, white, brick red, pale green, grey or buff. **(PM/672.)**

Protects Iron or Steel

THIS preservative is claimed to overcome corrosion as well as preserving wood, cement and other materials making them impervious to attack by weathering. Its qualities are said to be as follows: it can be applied either by brushing or spraying; it is touch dry within 14 min., and many applications can be made if so desired, although one coat is sufficient to give a firm protective coating against corrosion; it can be used as a primer, although, in many cases, it has been used as a finish; and it can be applied over adherent rust, mill scale and old paints, providing loose oxides and loose flakes of paint have been removed. **(PM/673.)**

Clean in a Wink

A NEW window-cleaning fluid is supplied in an unbreakable, flexible plastic spray bottle and can be sprayed directly on to the surface. This fluid is said to leave no chalky deposit and to combat condensation. Kitchen or canteen windows treated with it do not, it is claimed, show tell-tale streaks from cooking steam. As an anti-mist agent, the fluid is also useful for the windscreens of cars and lorries. One squeeze of the bottle is sufficient for a large area, which is just wiped with any clean dry cloth. The makers claim that the fluid is odourless, harmless to the skin, and non-inflammable, and that it can also be used on mirrors, chromium plating, linoleum, motor-car bodywork and tiling. **(PM/674.)**

All-purpose Mop

THIS new mop, which is suitable for factories, canteens and offices, scrubs, mops, dries and polishes. It

can be used on all floors, walls, paint work, cars and windows; is said not to scratch or smear, and being made of synthetic sponge, to resist detergents, soap powders, alkalis and oils. All metal parts of the mop and the strainer are made of non-rusting metal. The strainer is said to fit any type of bucket. **(PM/675.)**

HYGIENE

RECENTLY introduced is a new self-fixing toilet roll holder. The rubber suction pad at the back is moistened, then pressed to any surface —tiles, glass, wood or metal—for 1 min. It is then said to be secure. Made of plastic, the holder is available in nine colours. **(PM/676.)**

NEW TRADE LISTS

Mechanical Handling Equipment: from J. Collis and Sons Ltd., Regent Square, Gray's Inn Road, London, W.C.1.

Ladder and Step Equipment: from Angel Truck Co. Ltd., 215-219 Albion Road, Stoke Newington, London, N.16.

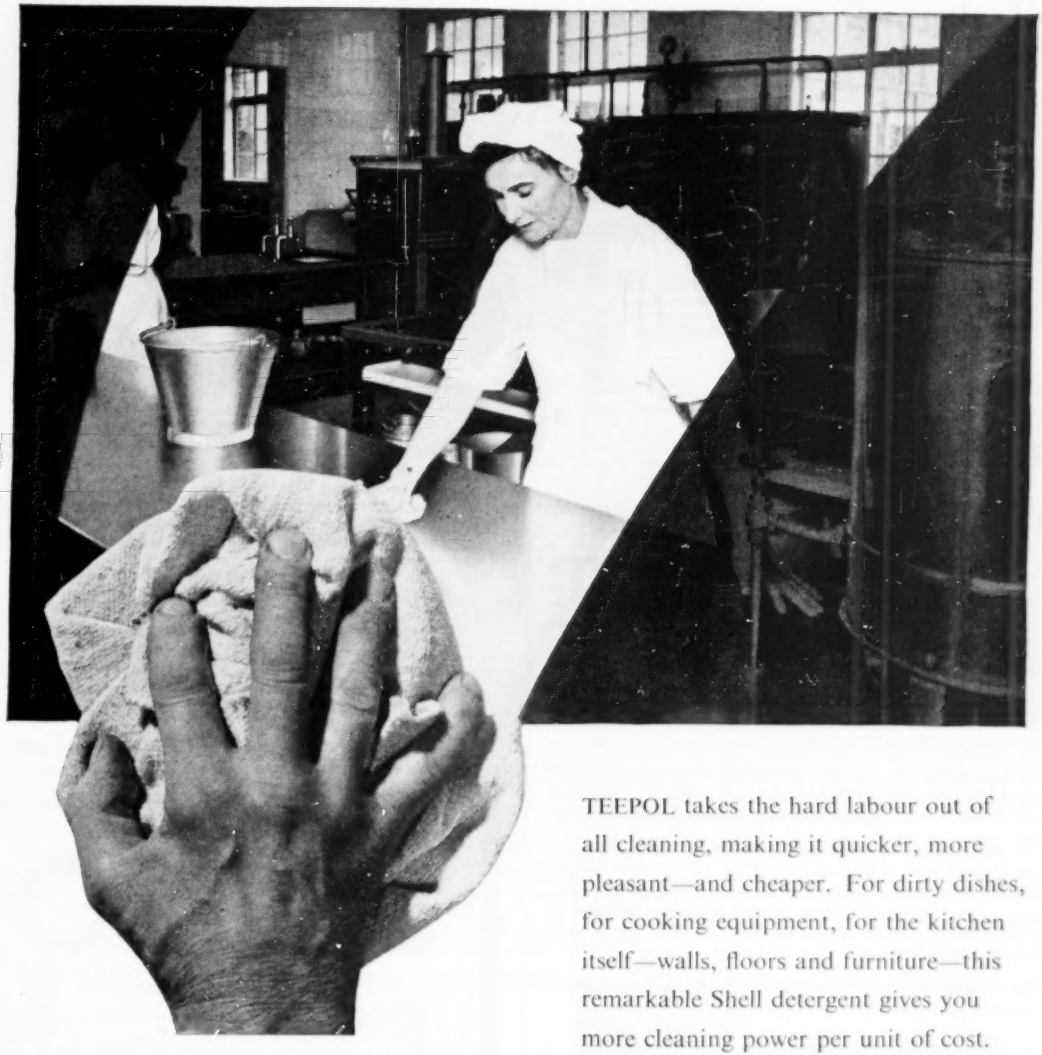
Electronically Welded Industrial Clothing: from Plysu Products Ltd., Woburn Sands, Bletchley, Bucks.

New and Reconditioned Electric Meters: from The Electric Meter Co., Castle Circus House, Torquay, S. Devon.

New C.D. Group

The Western (Bristol) Group of the Society of Industrial Civil Defence Officers has been formed.

Low-cost cleaning for **Kitchens**



TEEPOL takes the hard labour out of all cleaning, making it quicker, more pleasant—and cheaper. For dirty dishes, for cooking equipment, for the kitchen itself—walls, floors and furniture—this remarkable Shell detergent gives you more cleaning power per unit of cost.

TEEPOL (liquid) is supplied in 4-gallon cans with an economy pouring device; also in 45-gallon drums and in 1-gallon cans. Write for a free illustrated booklet which describes the many uses of TEEPOL.

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3. *50% longer wear, and greater comfort.* Only specially prepared leathers are used throughout. Uppers are sewn with rot-proof thread; soles stitched with acid and rot-proof Terylene.

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5. *Immediate delivery.* Special in-stock supply service ensures prompt despatch of all sizes.

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The Report of the Chief Medical Officer of the Ministry of Education for 1950/51 emphasises that **"Nurses should wage constant warfare against verminous heads"** to solve this grave social problem.

Wherever numbers of women and girls work together there is always the risk of head pest infestation. Fortunately, there is a sure and swift remedy in SULEO Hair Emulsion, one application of which will clear the worst infested head in a matter of minutes, and will give complete protection for at least fourteen days, even though the hair may be washed in the meantime.

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

BILLS

National Insurance (Industrial Injuries) (No. 2) Bill. Dated July 14, 1953. Extends insurance to people employed on board ships and aircraft where the owners have a place of business in Great Britain, even though the craft are not owned or registered in Great Britain. Amends the basis of contributions in certain cases. Amends provisions about benefits, notably by the reduction from 20 per cent to 1 per cent of the degree of disability required for receipt of disablement benefit. *H.M.S.O.* 6*d*.

STATUTORY INSTRUMENTS

No. 1076. The Road Haulage Wages Council Wages Regulation Order, 1953. Dated July 10, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 1*s*. (Revokes Orders R.H. (40), R.H.(42) and R.H.(44) and fixes new statutory minimum remuneration payable and holidays allowed. Operative from July 31, 1953.)

No. 1077. The Coffin Furniture and Cerement-Making Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated July 10, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Amends Order U.(55) by increasing statutory minimum remuneration payable. Operative from July 27, 1953.)

No. 1086 (S.90). The Fire Services (Discipline) (Scotland) Regulations, 1953. Dated July 6, 1953, made by Her Majesty's Principal Secretary of State for Scotland under Sub-section (1), Section 17, Fire Services Act, 1947. *H.M.S.O.* 4*d*. (Amend the 1948 and 1949 Regulations by providing that the hearing of offences be by a disciplinary tribunal and that the confirmation of the fire authority is required in the case of major punishments, and the accused has the right of appeal. Operative from September 1, 1953.)

No. 1089. The Baking Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1953. Dated July 14, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1953. *H.M.S.O.* 4*d* (Revokes Order BK.(48) and increases statutory minimum remuneration payable. Operative from July 31, 1953.)

No. 1104. The Milk Distributive Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1953. Dated July 17, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Amends Order M.D.(68) by (a) increasing minimum remuneration payable to a six-day worker for overtime after 3 p.m. on the worker's rest day, being also a Saturday, and (b) reducing in any week in which a six-day worker works on a holiday, the number of hours worked in that week before overtime becomes payable. Also amends Order M.D.(62) by providing that on termination of employment, accrued holiday remuneration shall not be payable, or be reduced, if the worker leaves in certain specified circumstances. Operative from August 2, 1953.)

No. 1138. The National Insurance (Industrial Injuries) (Colliery Workers' Supplementary Scheme) Amendment Order, 1953. Dated July 24, 1953, made by Minister of National Insurance under Sub-section (8), Section 83, National Insurance (Industrial Injuries) Act, 1946(c). *H.M.S.O.* 9*d*. (Amends the provision of the scheme relating to rates of supplementary injury benefit, disablement pension and widows' pensions, etc. Operative from August 7, 1953.)

No. 1143. The Pin, Hook and Eye and Snap Fastener Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated July 24, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Amends Order O.(47) by increasing statutory minimum remuneration payable to workers other than home workers. Operative from August 10, 1953.)

Draft. The Mule Spinning (Health) Special Regulations, 1953. Dated . . . made by Minister of Labour and National Service under Section 60, Factories Act, 1937(a), Section 8, Factories Act, 1948(b), and the Transfer of Functions (Factories, etc., Acts) Order, 1946(a). *H.M.S.O.* 3*d*. (Lay down certain requirements for safeguarding the health of workers engaged in any of the following processes carried on by means of self-acting mules, i.e., spinning of cotton, staple fibre and mixtures of cotton and staple fibre. Main requirements: only white oil or oil entirely of animal and/or vegetable origin may be used for oiling spindles, such oil to carry a certificate from the suppliers containing description. All employees to be medically examined periodically.)

INDUSTRIAL COURT AWARDS

No. 2455. Constructional Engineering. Reference: Dispute concerning interpretation of Clause II of an agreement covering the construction of the Coryton refinery. Award: The Court ruled that the correct interpretation of Clause II was that the men were themselves required to bear the cost of transport between their homes and the "pick-up points" at which they joined the company's free conveyance. (16/6/53.)

No. 2456. National Health Service. Reference: Claim for increase in salary scales for medical laboratory technicians. Award: increases were awarded as follows: Students or juniors: £15 at 16, 17 and 18; £20 at 19 and 20; £30 at 21 and over. Technicians: £40 at all points of the scale. Senior technicians: £45 at all points of the scale. Chief technicians: £50 at all points of the scale. (18/7/53.)

No. 2457. Road Haulage. Reference: To determine rate of pay and classification for driver/operator of crane with lifting capacity higher than those normally employed. Award: For a mobile crane of over 10 tons, 165*s*. (London), 161*s*. (Provinces). (20/7/53.)

No. 2458. Motor Coach Proprietors. References: That wages and conditions of employment of drivers and conductors should be in accordance with Section 93, Road Traffic Act, 1930. Award: In favour of claim. (3/7/53.)

No. 2459. Entertainment Industry. Reference: Claim for revision of agreement between the Scottish Ballroom Association and the Musicians' Union. Award: The Court found as follows: (1) Present three grades of ballrooms to be reduced to two; Grade C to be regraded B. (2) Minimum weekly salaries to be £8 15*s*. in Grade A ballrooms and £7 10*s*. in Grade B. (3) Weekly hours to be 25 inclusive of rehearsals not exceeding an aggregate of 3 hours per week; spread-over not to exceed 43 hours. (4) Overtime rate: time-and-one-quarter for work before midnight; time-and-one-half after midnight; double time on Sundays. Musicians regularly employed to be entitled to paid annual holidays on the basis of one day to each completed calendar month of continuous service. (6/7/53.)

No. 2460. Teaching Profession. Reference: Claim for increase in salary scales of heads of schools and part-time teachers of Edinburgh College of Art. Award: Heads of schools: Grade I, £1,100 by £50 increments to £1,550 from April 1, 1951; Grade II, £1,250 by £50 increments to £1,500 from April 1, 1951. Part-time teachers: Grade III, 15*s*. 6*d*. per hour; Grade II, 17*s*. per hour (during first year), 18*s*. (second year), 19*s*. (third year and after), all effective from April 1, 1951. (6/7/53.)

No. 2461. Clerical Workers. Reference: For revision of rates of pay and working conditions of office staff of the National Society of Painters. Award: The Court found in favour of the wage-for-age scale, but made no award in respect of the remainder of the claim. (15/7/53.)

No. 2463. Land Drainage. Reference: For increase of not less than 2*d*. per hour in minimum rates fixed by the National Joint Industrial Council. Award: Increase of 4*d*. per hour for adults, with proportionate increases for juniors. (22/7/53.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 372. Rates of Wages of Female Workers Employed by a Firm of Metal Capsule Manufacturers at Hamilton. Claim: For observance by company of terms of engineering agreement dated November, 1952. Award: Increase of 1*d*. per hour for women over 18 years of age, and proportionate increases for juniors. (16/6/53.)

No. 373. Wages of Women Workers Employed by a Firm of Publishers and Photographers at Tunbridge Wells. Claim: For observance by company of terms of specified agreement of May 21, 1951. Award: In favour of claim. (22/6/53.)

No. 374. Claim for Additional Remuneration for Packing Case Makers Employed by an Engineering Firm at Stockport. Claim: That workers covered by agreement of February 27, 1952, are entitled to additional payment under clause 5 of that agreement. Award: Claim not established. (22/6/53.)

No. 375. Rates of Wages of Certain Workers Employed at the Bristol and Newcastle-on-Tyne Factories of a Tobacco Company. Claim: For rate of 150*s*. 9*d*. for mixed packers and 139*s*. 6*d*. for probationary packers. Award: Claim not established. (23/6/53.)

No. 376. Rates of Wages and other Conditions of Employment of Certain Workers Employed by a Timber Merchant and Sawmiller at Dunbar.

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Claim: For observance by employers of specified rates and conditions. Award: The Tribunal awarded rates of wages for adult workers as follows: Slabbing bench sawyers 5s. 6½d. per hour; running-off bench sawyers 2s. 11½d.; crosscut sawyers 2s. 9½d.; tailsmen 2s. 9½d.; labourers 2s. 8d. Overtime to be paid after completion of 48 hours per week. Annual holidays with pay to be granted at rate of one day's holiday for each two months' service up to maximum of one week. Payment at ordinary rate for six statutory or local holidays or other days in lieu. (25/6/53.)

No. 377. Grading of an Officer Employed at a Hospital in London. Claim: Dispute concerning grading of clinical secretary. Award: Post to be graded in Grade C of grading structure set out in A.C. Circular No. 17. (26/6/53.)

No. 378. Grading of an Officer Employed at a Hospital in London. Claim: Dispute concerning grading of purchasing officer. Award: Post to be graded in Grade D of the grading structure set out in A.C. Circular No. 17. (26/6/53.)

No. 379. Rates of Wages and Conditions of Employment of Workers Employed by a Firm of Clog and Sole Manufacturers at Snaith, Yorkshire. Claim: For observance by employers of specified wages and conditions. Award: Increase of 2d. per hour in wages of men over 21, and women over 18. (26/6/53.)

No. 380. Claim in Regard to the Salary which should apply to a Draughtswoman Employed by an Engineering Firm at Oxford. Claim: That agreed rate for draughtsmen be applied to draughtswomen. Award: Claim not established. (30/6/53.)

No. 381. Rates of Wages and Conditions of Employment of Drivers Employed by Certain Coach Operators in the Morecambe and Heysham District. Claim: for observance by employers of terms and conditions of agreement of February 25, 1953, between the Independent Public Service Vehicle Operators' Joint Wages Committee and the Transport and General Workers' Union. Award: During the "summer period" drivers should be paid £8 10s. for a week of 6 or 7 days; the rest of the year they should be paid £7 for a week of 5 or 6 days, and if they are required to work an extra day they shall receive an additional £1 10s. (1/7/53.)

No. 382. Rates of Wages in the Building Brick and Allied Industries. Claim: For increase of 2½d. per hour in the minimum rate for men with proportionate increases for women and juveniles. Award: Increase of 1½d. per hour for men, with proportionate rates for women and juveniles. (6/7/53.)

No. 383. Working Week of Workers Employed in Ice Manufacture at Aberdeen. Claim: For shorter working week without reduction in pay. Award: Claim not established. (6/7/53.)

No. 384. Claim for Payment of Overtime Premiums to Certain Workers Employed by a Firm of Manufacturing Chemists at Their Establishment at Bridgend. Claim: For payment of overtime premiums. Award: The Tribunal found against the claim in respect of one worker, but in favour in respect of the others. (7/7/53.)

No. 385. Wages in the Building Industry in England and Wales. Claim: for increase of 6d. per hour. Award: Claim not established. (9/7/53.)

No. 386. Remuneration of Workers in the Fletton Brick Industry. Claim: For increase of 2d. per hour for men, with proportionate increases for women and juveniles, and equivalent increases for piecework ers. Award: Increase of 1½d. per hour for men, with proportionate increases for women and juveniles: pieceworkers to receive an increase equivalent to that of time workers either as a flat rate payment or by the adjustment of piecework prices. (9/7/53.)

No. 387. Wages of Certain Workers Employed in the Fish Market and Curing Houses at Grimsby. Claim: For increase in existing minimum rates and for the establishment of certain graded rates and rates for transport drivers. Award: Minimum rates for male workers: 46s. per week at 15, rising to 128s. 6d. at 21 and over; for adult female workers: 39s. 6d. at 15, rising to 83s. at 20 and over. The claim for graded rates of pay for fish workers and transport drivers was found not established. (9/7/53.)

No. 388. Rates of Wages of Clerical Workers Employed by the London Brick Co. Ltd. Claim: For specified increases in existing rates. Award: The Tribunal awarded as follows: Boys: Grade B, £2 12s. at 15, ranging to £5 2s. at 20; Grade A, £2 12s. at 15, ranging to £5 7s. at 20. Men: Group 2, £5 17s. 6d. at 21, ranging to £6 17s. 6d. at 25; Group 3, £6 5s. at 21, to £7 5s. at 25; Group 4, £7 10s. at 21 to £8 10s. at 25; Group 5, £8 5s. at 21, to £9 7s. 6d. at 25. Girls: Grade B, £2 12s. at 15 to £4 4s. at 20; Grade A, £2 12s. at 15, to £4 16s. 6d. at 20; Fully-qualified shorthand typists, £3 13s. at 17, to £5 4s. at 20. Women: Group 2, £5 4s. 5d. at 21, to £6 2s. at 25; Group 3, £5 12s. at 21, to £6 14s. 6d. at 25; Group 4, £6 19s. 6d. at 21 to £8 2s. at 25; Group 5, £7 12s. at 21, to £8 16s. 6d. at 25. (10/7/53.)

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Management Diary for September

BURTON MANOR

Sept.

27-Oct. 9 **Burton in Wirral.** "Supervisory Management."

27-Oct. 9 **Burton in Wirral.** "The Art of Communication—Clear Thinking, Clear Speaking, Clear Writing."

INDUSTRIAL WELFARE SOCIETY

14-18 **London,** 48 Bryanston Square, W.1. "Human Relation for Junior Executives."
16 **Liverpool.** "Manual Lifting and Handling."
21 **London,** 48 Bryanston Square, W.1. "Human Relations in Industry: Developments and Future Trends."
21-23 **London,** 48 Bryanston Square, W.1. "Industrial and Factory Law."
22 **London,** 48 Bryanston Square, W.1. Day Course for Women Supervisors.
23 **London,** 48 Bryanston Square, W.1. Day Course in "Manual Lifting and Handling."
28-Oct. 2 **London,** 48 Bryanston Square, W.1. One Week's Training Course for Foremen.
29 **Manchester.** Retail Distributive Trade Conference.
30 **London,** College for Distributive Trades, 107 Charing Cross Road, S.W.1. Retail Distributive Trade Discussion Group.
30 **Sheffield.** Course for Women Supervisors.

INSTITUTE OF INDUSTRIAL SUPERVISORS

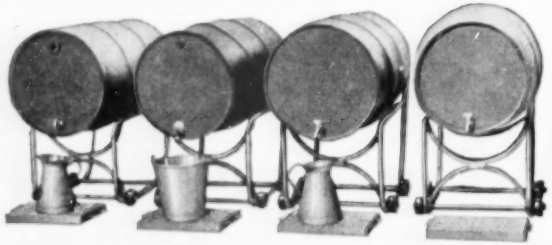
3-16 **Nr. Taunton,** Dillington House. Summer School for Foremen.
25-27 **Leamington,** Ashorne Hill. "Work Study for Supervisory Management."

INSTITUTE OF PERSONNEL MANAGEMENT

6-11 **London,** Coburg Court Hotel, Bayswater Road, W.2. "Employment and Welfare."

NORTH-WESTERN POLYTECHNIC

29 **London,** Department of Commerce and Professional Studies, Prince of Wales Road, N.W.5. ("Human Aspects of Management.") (Course.)



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SOUND PERSONNEL POLICY

(*Continued from page* 118)

the company itself, which is now the largest manufacturer of full fashioned hosiery in Europe and the largest maker of underwear in England. Like other large organisations, however, it had small beginnings. Production of hosiery started at the Baldock factory in 1928, and increased to such an extent that in 1938 it was evident that larger premises were needed. The chairman took advantage of the Government's offer to assist firms willing to set up new units in the "distressed areas" and so the factory at Dowlais, Merthyr Tydfil, was opened with a nucleus of employees in July, 1939. Underwear manufacture began in 1935, and the Biggleswade factory opened in 1937.

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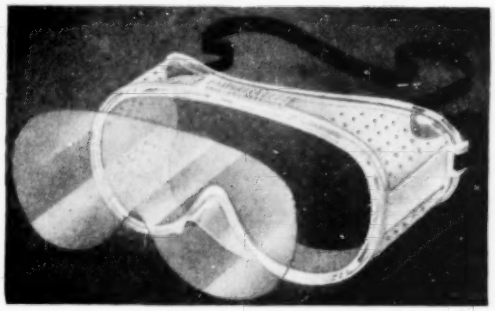

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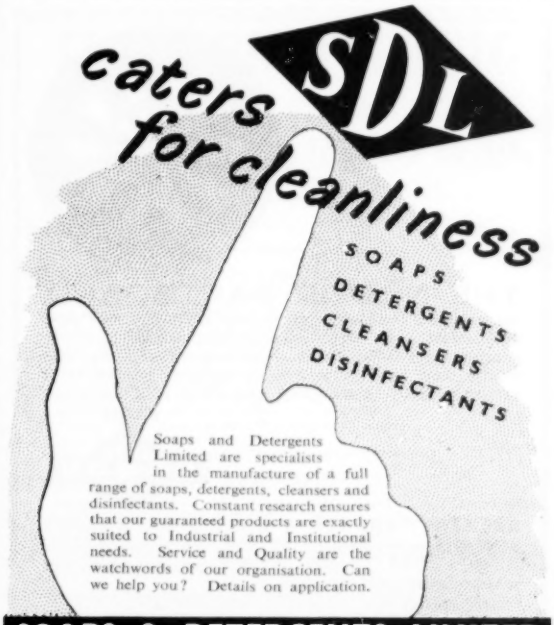
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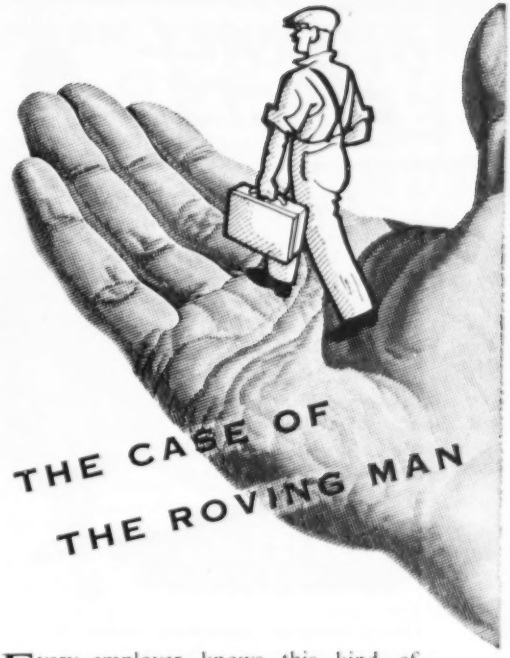
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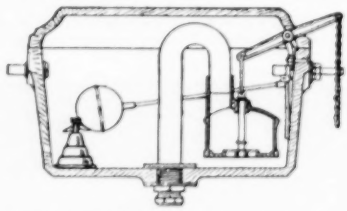

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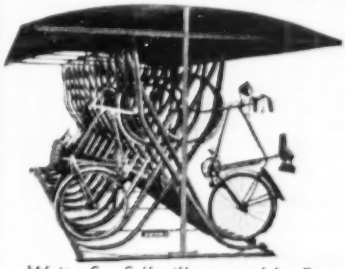

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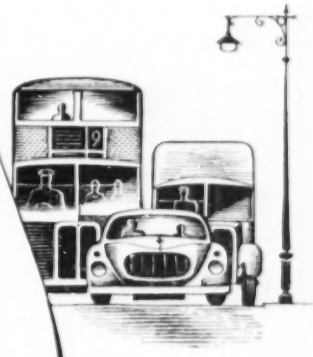

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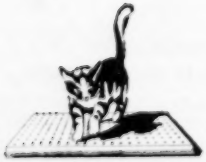

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